

Minutes of the meeting of the Finance Committee of the Board of Directors of the Cook County Health and Hospitals System held Friday, March 25, 2011 at the hour of 9:30 A.M. at John H. Stroger, Jr. Hospital of Cook County, 1901 W. Harrison Street, in the fifth floor conference room, Chicago, Illinois.

I. Attendance/Call to Order

Chairman Carvalho called the meeting to order.

Present: Chairman David Carvalho and Directors Luis Muñoz, MD, MPH and Heather O'Donnell, JD, LLM (3)

Board Chairman Warren L. Batts (Ex-Officio)

Absent: Directors Quin R. Golden and Jorge Ramirez (2)

Additional attendees and/or presenters were:

Michael Ayres – System Chief Financial Officer
William T. Foley – System Chief Executive Officer
Helen Haynes – Office of the System General Counsel
Dorothy Loving – System Executive Director of Finance
G. William Luallen - PricewaterhouseCoopers
Stephen Martin, PhD, MPH – Cook County Department of Public Health

John Morales – John H. Stroger Hospital of Cook County
Elizabeth Reidy – System General Counsel
Deborah Santana – Secretary to the Board
Hon. Robert Steele – Cook County Commissioner
Nita Stith – Supply Chain Management

II. Public Speakers

Chairman Carvalho asked the Secretary to call upon the registered speakers.

The Secretary called upon the following registered public speaker:

1. George Blakemore Concerned Citizen

III. Action Items

A. Minutes of the Finance Committee Meeting, February 18, 2011

Director O'Donnell, seconded by Director Muñoz, moved to accept the minutes of the Finance Committee Meeting of February 18, 2011. THE MOTION CARRIED UNANIMOUSLY.

B. Contracts and Procurement Items (Attachment #1)

This item was considered concurrently with Item III(C) Supplemental Contracts and Procurement Items.

Nita Stith, Interim Deputy Director of Supply Chain, presented the requests for the Committee's consideration. She noted that request number 6 has been withdrawn. John Morales, Chief Financial Officer of John H. Stroger, Jr. Hospital of Cook County, provided additional information on request numbers 7 and 11.

Director O'Donnell, seconded by Director Muñoz, moved the approval of request numbers 1 through 11, with the exception of request number 6, which has been withdrawn, under the Contracts and Procurement Items and Supplemental Contract and Procurement Item.

III. Action Items

B. Contracts and Procurement Items (continued)

Chairman Carvalho abstained and voted PRESENT on request numbers 1, 2, 3 and 4.

With the exception of request numbers 1, 2, 3 and 4, THE MOTION CARRIED. Pursuant to Open Meetings Act requirements in relation to five-member bodies, which require three affirmative votes on matters by those members present, these four requests will be presented directly to the System Board for consideration at the March 31, 2011 Board Meeting, as they did not receive three affirmative votes from those three members present.

Note: conditional approval was given to request number 11 by the Board of Directors at the Meeting of March 31, 2011, pending Contract Compliance.

C. Supplemental Contracts and Procurement Items (Attachment #2)

This item was considered concurrently with Item III(B).

D. Any items listed under Sections III, IV and VI

E. Request for authorization to enter into and execute Lease Schedules and related documentation, pursuant to the Replacement Master Lease Agreement with Banc of America Leasing and Capital Corp., for the leasing of the equipment set forth in the March 2011 memo requesting authorization of these transactions and for approval of trade-in credits incorporated into the pricing, which reduce lease costs and allow for timely and proper removal of the equipment that is being replaced with leased equipment (Attachment #3)

Michael Ayres, System Chief Financial Officer, provided an overview of the item presented for the Committee's consideration. Helen Haynes, System Associate General Counsel, provided additional information, and noted that this request includes the request for approval of trade-in credits incorporated into the pricing.

Director Muñoz, seconded by Director O'Donnell, moved to approve the request for authorization to enter into and execute Lease Schedules and related documentation, pursuant to the Replacement Master Lease Agreement with Banc of America Leasing and Capital Corp., for the leasing of the equipment set forth in the March 2011 memo requesting authorization of these transactions, and for approval of trade-in credits incorporated into the pricing, which reduce lease costs and allow for timely and proper removal of the equipment that is being replaced with leased equipment. THE MOTION CARRIED UNANIMOUSLY.

IV. Recommendations, Discussion/Information Items

A. Update on CareLink policy

Mr. Ayres stated that Chairman Carvalho and Director O'Donnell have reviewed the final revised draft CareLink Policy containing the most recent modifications and changes; he added that there were no material change in any of the terms and conditions that were in the original approved project. The documentation has been finalized and the Policy is ready to be implemented. They have begun the implementation with the plans of rolling in Provident Hospital within the next sixty days; implementation of the Policy at Stroger Hospital will happen shortly thereafter.

IV. Recommendations, Discussion/Information Items (continued)

B. Presentation of Lawson Financial Statements through December 2010 (Attachment #4)

Dorothy Loving, Executive Director of Finance, presented the Lawson Financial Statements through December 2010. The Committee reviewed and discussed the information.

It was noted that the Committee is receiving financial information from the first month of the fiscal year after the end of the first quarter. Ms. Loving stated that, pending the approval of the County budget, there was a lot of financial data for major pieces such as payroll and other expenses, to which the System did not have access. Discussion took place on the subject of the current status of the Lawson System. Chairman Carvalho requested that Mr. Ayres draft a letter from Chairman Carvalho and Board Chairman Batts to County administration, to invite representatives from the County's Finance and Information Technology Departments to a meeting of the CCHHS Finance Committee, in order for them to observe the Committee's challenges associated with receiving and reacting to delayed financial information.

Director O'Donnell, seconded by Director Muñoz, moved to accept the Lawson Financial Statements through December 2010. THE MOTION CARRIED UNANIMOUSLY.

C. Notification of Emergency Purchases (Attachment #5)

In accordance with Part II, Section 2.8 of the Cook County Health and Hospitals System Procurement Policy that states that emergency purchases be reported to the Finance Committee no later than at its next regularly scheduled meeting, Ms. Stith notified the Committee that emergency purchases have been made. Also in accordance with the Policy, a communication in writing was sent to Chairman Carvalho and Board Chairman Batts on this matter.

V. Report from System Chief Financial Officer (Attachment #6)

A. FY2011 Budget Update

B. Report of Paid Board Bills (Attachment #7)

Mr. Ayres provided an update on the following subjects: PricewaterhouseCoopers (PwC) Update – Transformation Economic Plan, Transformation Benefits Dashboard and Physician Charge Capture and Education; PwC Invoice Payment; Chamberlin Edmonds (CEA) Update – Eligibility Service Update for the Month ending February 2011 and Interagency Agreement Status; Revenue Report – CCHHS Patient Cash Summary and Medicaid Approved Account and Return Visits Study; and the 2011 Budget Update. The Committee reviewed and discussed the information.

In response to Chairman Carvalho's question regarding whether the System is expected to have a net revenue increase as a result of implementation of physician billing, in terms of unbundled rates rather than having one bundled rate, Mr. Ayres responded affirmatively; although he noted that Medicaid may be an exception to this – due to the complexity around how Medicaid established the all-inclusive rate, it is uncertain whether there will be a net revenue increase. He added that the subject of unbundling Medicaid rates will continue to be explored. William Luallen, of PricewaterhouseCoopers (PwC), provided additional information on the subject.

V. Report from System Chief Financial Officer (continued)

During the discussion of the CEA update, questions were raised regarding the status of the Amendment to the Intergovernmental Agreement that was approved by the System Board last month, to address the issue involving the State's backlog in processing the System's eligibility applications. The Amendment allows the System to pay the State to fund positions that will process System eligibility applications. Mr. Ayres stated that the Amendment has been signed by all parties; the next step is for the State to hire or transfer state employees into the positions. Board Chairman Batts noted that, from the information provided by Mr. Ayres, it appears that, of the \$40 million anticipated to be collected by the System as a result of the State's processing of eligibility applications, the System may have lost potential revenues, due to expiring applications. Mr. Ayres concurred; he stated that applications expire after one year. Also mentioned was the fact that the System is experiencing a delay in receiving payments for those applicants deemed eligible; Chairman Carvalho noted that, quite often when there is a new State Comptroller in office, it has been helpful to remind them that these payments are not drawn from the State's General Revenue Fund, as they are paid from federal dollars.

The Committee received an update on the FY2011 Budget, and reviewed the floor amendments affecting the System that were approved by the Cook County Board at their meeting on February 25-26th. Information was provided on a proposed amendment, that would allow the System to spend any additional revenues captured during the year; this related to the potential of \$40 million in revenue that could be realized as a result of the State's processing of eligibility applications. As noted above, the certainty of the State processing these applications in order to fully realize these revenues, is tenuous. However, this proposed amendment would have allowed the System to be able to use the revenues achieved from this for health care purposes; currently, if additional revenues are realized, they are deposited into the County's General Fund. However, instead of the amendment as proposed, an amendment passed that turned the \$40 million into "anticipated revenue" and the County's subsidy to the System was decreased by that amount.

VI. Closed Session Discussion/Information Item

A. Cook County Department of Public Health Grant Personnel Matter

Director O'Donnell, seconded by Director Muñoz, moved to recess the regular session and convene into closed session, pursuant to the following exception to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity."

On the motion to recess the regular session and convene into closed session, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Chairman Carvalho and Directors Muñoz and O'Donnell (3)

Nays: None (0)

Absent: Directors Golden and Ramirez (2)

THE MOTION CARRIED UNANIMOUSLY and the Committee convened into closed session.

Chairman Carvalho declared that the closed session was adjourned. The Committee reconvened into regular session.

VII. Adjourn

As the agenda was exhausted, Chairman Carvalho declared the meeting ADJOURNED.

Respectfully submitted,
Finance Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXX
David Carvalho, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
March 25, 2011

ATTACHMENT #1

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
ITEM III(B)
MARCH 25, 2011 FINANCE COMMITTEE MEETING
CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor	Service or Product	Fiscal Impact	Affiliate / System	Begins on Page #
Grant Renewals					
1	Illinois Department of Public Health	Service - Infectious Disease Control Program	Grant renewal amount: \$2,065,038.00	CCDPH	2
2	Illinois Department of Public Health	Service - Vision and Hearing Screening Program	Grant renewal amount: \$56,000.00	CCDPH	4
3	Illinois Department of Public Health	Service - Childhood Lead Poisoning Prevention Program	Grant renewal amount: \$46,500.00	CCDPH	5
4	Illinois Department of Public Health	Service - inspection of water supplies and water wells	Grant renewal amount: \$23,375.00	CCDPH	6
Intergovernmental Agreement Renewal					
5	Various municipalities in suburban Cook County	Service - inspection of food service establishment	Revenue generating estimate: \$315,000.00	CCDPH	7
Increase Contract					
6	Illinois Department of Public Health	Service - Phenylketonuria (PKU) testing on newborns	\$30,000.00	SHCC	8
Extend and Increase Contract					
7	ARAMARK Healthcare	Service - clinical engineering (biomedical) services	\$1,692,031.59	SHCC, ACHN, CCDPH	9
Execute Contracts					
8	Abbott Laboratories	Service - molecular testing (HIV/HCV bDNA testing)	\$2,032,087.66	System	11
9	Tyco Healthcare Group, LP d/b/a Covidien	Product - electrosurgical generators	\$395,000.00	SHCC	12
10	Steris Corporation	Product - furnish and install Steris Century Steam Sterilizer	\$107,930.27	PHCC	14

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 895 Department of Public Health		SPONSOR: Stephen A. Martin, Jr., COO, CCDPH <i>SM</i>	
DATE: 02/15/2011		PRODUCT / SERVICE: Service - Infectious Disease Control Program	
TYPE OF REQUEST: Grant Renewal		VENDOR / SUPPLIER: Illinois Department of Public Health, Springfield, Illinois	
FISCAL IMPACT: 9751002 Department of Public Health \$1,720,002.50		GRANT FUNDED AMOUNT: \$2,065,038.00	
CONTRACT PERIOD: 07/01/2010 thru 06/30/2011		CONTRACT #: 15080117 15280106	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A			

PRIOR CONTRACT HISTORY:

This is a request to renew the grant with the Illinois Department of Public Health (IDPH) to provide for the control of infectious diseases and the safety of the food and water supply for the citizens of suburban Cook County. The required match of the total grant awards of \$2,065,038.00 is \$1,720,002.50. The Cook County Department of Public Health received the grant contract from the Illinois Department of Public Health on January 21, 2011.

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
05080017	Local Health Pro-Original	10/07/2009	07/01/2009	06/30/2010	\$2,061,594.00	12
15080117	Renew Grant		07/01/2010	06/30/2011	\$2,061,638.00	12
95280799	Summer Food-Original	10/07/2009	05/01/2009	08/31/2009	\$3,400.00	4
15280106	Renew Grant		05/01/2010	08/31/2010	\$3,400.00	4

NEW PROPOSAL JUSTIFICATION:

N/A: Grant Renewal

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to renew grant # 9751002 for a period of 12 months from 07/01/2010 thru 06/30/2011 in the amount of \$2,065,038.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? N/A

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: N/A

**Referred to 3/31/11
CCHHS Board Meeting**

Request #

1

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein
CORE Center •

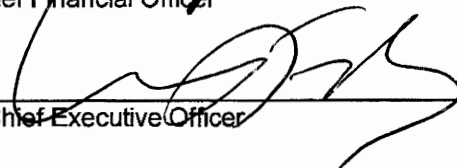
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REQUESTING ACCOUNT / AFFILIATE / DEPT 895 Department of Public Health	SPONSOR: Stephen A. Martin, Jr., COO, CCDPH
FISCAL IMPACT: 9751002 Department of Public Health \$1,720,002.50	GRANT FUNDED AMOUNT: \$2,065,038.00

CCHHS COO: 
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: 
Michael Ayres, Chief Financial Officer

CCHHS CEO: 
William T. Foley, Chief Executive Officer

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Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 895 Department of Public Health		SPONSOR: Stephen A. Martin, Jr., COO, CCDPH <i>SM</i>	
DATE: 02/15/2011		PRODUCT / SERVICE: Service - Vision & Hearing Screening Program	
TYPE OF REQUEST: Grant Renewal		VENDOR / SUPPLIER: Illinois Department of Public Health, Springfield, Illinois	
FISCAL IMPACT: 9691001 Department of Public Health \$18,677.00		GRANT FUNDED AMOUNT: \$56,000.00	
CONTRACT PERIOD: 07/01/2010 thru 06/30/2011		CONTRACT #: 13780412	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A			

PRIOR CONTRACT HISTORY:

This is a request to renew the grant with the Illinois Department of Public Health (IDPH) to conduct vision & hearing screening services to children ages 5-17. Fee-for-service revenue is estimated at \$56,000.00 (\$7.00 per eligible exam / estimated 8000 exams per year). The required match of the total grant award of \$56,000.00 is \$18,677.00. The Cook County Department of Public Health received the grant contract from the Illinois Department of Public Health on January 25th, 2011.

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
03780412	Original	11/05/2009	07/01/2009	06/30/2010	\$56,000.00	12
13780412	Renew Grant		07/01/2010	06/30/2011	\$56,000.00	12

NEW PROPOSAL JUSTIFICATION:

N/A: Grant Renewal

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to renew grant # 9691001 for a period of 12 months from 07/01/2010 thru 06/30/2011 in the amount of \$56,000.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? N/A

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: N/A

CCHHS COO: *Anthony Tedeschi*
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: *Michael Ayres*
Michael Ayres, Chief Financial Officer

CCHHS CEO: *William T. Foley*
William T. Foley, Chief Executive Officer

**Referred to 3/31/11
CCHHS Board Meeting**

**Request #
2**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein
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Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT 895 Department of Public Health		SPONSOR: Stephen A. Martin, Jr., COO, CCDPH <i>SM</i>	
DATE: 02/15/2011		PRODUCT / SERVICE: Service - Childhood Lead Poisoning Prevention Program	
TYPE OF REQUEST: Grant Renewal		VENDOR / SUPPLIER: Illinois Department of Public Health, Springfield, Illinois	
FISCAL IMPACT: 9501001 Department of Public Health \$15,500.00		GRANT FUNDED AMOUNT: \$46,500.00	
CONTRACT PERIOD: 07/01/2010 thru 06/30/2011		CONTRACT #: 15380005	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A			

PRIOR CONTRACT HISTORY:

This is a request to renew the grant with the Illinois Department of Public Health (IDPH) to provide Childhood Lead Poisoning Prevention Services to include Case Management, Environmental Inspections and Mitigation / Abatement. Fee-for-service revenue is estimated at \$46,500.00. The required match of total grant award of \$46,500.00 is \$15,500.00. The Cook County Department of Public Health received the grant contract from the Illinois Department of Public Health on January 25th, 2011.

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
05380174	Original	11/05/2009	07/01/2009	06/30/2010	\$130,000.00	12
15380005	Renew Grant		07/01/2010	06/30/2011	\$ 46,500.00	12

NEW PROPOSAL JUSTIFICATION:

N/A: Grant Renewal

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to renew grant # 9501001 for a period of 12 months from 07/01/2010 thru 06/30/2011 in the amount of \$46,500.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? N/A

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: N/A

CCHHS COO: *Anthony Tedeschi*
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: *Michael Ayres*
Michael Ayres, Chief Financial Officer

CCHHS CEO: *William T. Foley*
William T. Foley, Chief Executive Officer

**Referred to 3/31/11
CCHHS Board Meeting**

**Request #
3**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
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Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT 895 Department of Public Health		SPONSOR: Stephen A. Martin, Jr., COO, CCDPH <i>SM</i>	
DATE: 02/15/2011		PRODUCT / SERVICE: Service - Inspection of water supplies and water wells	
TYPE OF REQUEST: Grant Renewal		VENDOR / SUPPLIER: Illinois Department of Public Health, Springfield, Illinois	
FISCAL IMPACT: 9951001 Department of Public Health \$7,807.00		GRANT FUNDED AMOUNT: \$23,375.00	
CONTRACT PERIOD: 10/01/2010 thru 09/30/2011		CONTRACT #: 15380081	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A			

PRIOR CONTRACT HISTORY:

This is a request to renew the grant with the Illinois Department of Public Health (IDPH) to annually inspect non-community, public water supplies and water wells. Fee-for-Service revenue is estimated at \$23,375.00. The required match of total grant award of \$23,375.00 is \$7,807.00. The Cook County Department of Public Health received the grant contract from the Illinois Department of Public Health on December 27, 2010.

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
05380376	Original	11/05/2009	10/01/2009	09/30/2010	\$32,825.00	12
15380081	Renew Grant		10/01/2010	09/30/2011	\$23,375.00	12

NEW PROPOSAL JUSTIFICATION:

N/A: Grant Renewal

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to renew grant # 9951001 for a period of 12 months from 10/01/2010 thru 09/30/2011 in the amount of \$23,375.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? N/A

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: N/A

CCHHS COO: *Anthony Tedeschi*
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: *Michael Ayres*
Michael Ayres, Chief Financial Officer

CCHHS CEO: *William T. Foley*
William T. Foley, Chief Executive Officer

**Referred to 3/31/11
CCHHS Board Meeting**

Request #

4

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Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT 895 Department of Public Health		SPONSOR: Stephen A. Martin, Jr., COO, CCDPH <i>SM</i>	
DATE: 02/15/2011		PRODUCT / SERVICE: Service - Inspection of Food Service Establishment	
TYPE OF REQUEST: Intergovernmental Agreement Renewal		VENDOR / SUPPLIER: Various Municipalities in suburban Cook County	
FISCAL IMPACT: 9751006 Department of Public Health \$240,546.00		GRANT FUNDED AMOUNT: \$315,000.00	
CONTRACT PERIOD: 12/01/2010 thru 11/30/2011		CONTRACT #: N/A	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A			

PRIOR CONTRACT HISTORY:

This is a request to renew Intergovernmental Agreements perform food service inspections in 35 municipalities in suburban Cook County. Fee-for-Service revenue is estimated at \$315,000.00. The required match of the total agreements of \$315,000.00 is \$240,546.00. The Cook County Department of Public Health received the intergovernmental agreements from the various municipalities on January 25th, 2011.

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
N/A	Original	10/07/2009	07/01/2009	06/30/2010	\$375,000.00	12
N/A	Renew Intergovernmental Agreement		12/01/2010	11/30/2011	\$315,000.00	12

NEW PROPOSAL JUSTIFICATION:

N/A: Intergovernmental Agreement Renewal

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to renew intergovernmental agreement # 9751006 for a period of 12 months from 12/01/2010 thru 11/30/2011 in the amount of \$315,000.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? N/A

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: N/A

CCHHS COO: *Anthony Tedeschi*
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: *Michael Ayres*
Michael Ayres, Chief Financial Officer

CCHHS CEO: *William T. Foley*
William T. Foley, Chief Executive Officer

APPROVED

MAR 31 2011

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #
5

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein
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Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 897-365 Stroger Hospital / Department of Pathology		SPONSOR: Joanne Dulski, Director of Pathology, CCHHS Roslyn Lennon, Chief Clinical Officer, CCHHS Anthony Tedeschi, Interim COO, Stroger Hospital	
DATE: 02/15/2011	PRODUCT / SERVICE: Service - PKU Testing on Newborns		
TYPE OF REQUEST: Increase Contract	VENDOR / SUPPLIER: Illinois Department of Public Health, Springfield, Illinois		
FISCAL IMPACT: 897-365 Stroger Hospital		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: 06/01/2010 thru 05/31/2011		CONTRACT #: 09-45-173	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] Single Feasible Provider			

PRIOR CONTRACT HISTORY:

This is a request to increase the current contract with the Illinois Department of Public Health to continue state-mandated Phenylketonuria (PKU) tests on newborns at Stroger Hospital. This test is based on the number of birth rates at Stroger Hospital and infants brought in for outpatient or repeat testing. Mothers and infants can be released within 24 hours of a normal birth, and if the PKU test is equivocal, it has to be repeated. There is about 33% increase in testing.

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
09-45-173	Original	01/29/2010	06/01/2010	05/31/2011	\$114,852.00	12
09-45-173	Increase Contract				\$30,000.00	N/A

NEW PROPOSAL JUSTIFICATION:

N/A: Increase contract

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to increase contract 09-45-173 in the amount of \$30,000.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Pending

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Pending

CCHHS CFO: 
 Michael Ayres, Chief Financial Officer

CCHHS CEO: 
 William T. Foley, Chief Executive Officer

Withdrawn

Request #
6

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
 • John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein
 CORE Center •

Cook County Health & Hospitals System

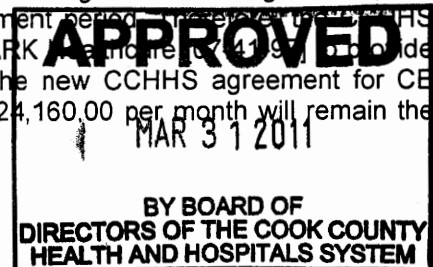
BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: CCHHS / Plant Operations 897-442 Stroger Hospital 893-442 Ambulatory Clinics Health Network 895-442 Department of Public Health 564-442 Department of Public Health		SPONSOR: Jim DeLisa, Director, Plant Operations, CCHHS John R. Morales, CFO, Stroger Hospital Enrique Martinez, COO, ACHN Stephen A. Martin, COO, CCDPH	
DATE: 02/15/2011		PRODUCT / SERVICE: Service - Clinical Engineering (Biomedical) Services	
TYPE OF REQUEST: Extend and Increase Contract		VENDOR / SUPPLIER: ARAMARK Healthcare, Downers Grove, Illinois	
FISCAL IMPACT: 897-442 Stroger Hospital \$1,502,146.32 893-442 ACHN \$167,195.37 895-442 Department of Public Health \$8,313.00 564-442 Department of Public Health \$14,376.90 Total Amount: \$1,692,031.59		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: 04/01/2011 thru 06/30/2011		CONTRACT #: 07-41-97	
X	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] RFP; Multiple Providers - Single Selection based on cost and service		
	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:

Previously, each hospital contracted for Clinical Engineering (CE) Services through various contractors. Each contract held varying contract termination dates. Based on the application of a leveraged contracting methodology, a decision was reached to consolidate all of the CCHHS CE operating requirements into a single provider of services. The existing CE agreements have expiration dates ranging from 03/20/2011 through 06/30/2011. To eliminate the need to Extend and Increase each of these agreements, it is recommended that the CCHHS establish a bridge arrangement to the system agreement which is targeted to begin on 07/01/2011. Accordingly, the CCHHS would roll the expiring agreements into a Time and Material (T&M) arrangement with ARAMARK Healthcare until the new CCHHS agreement is implemented. Time and Material will be based on parts and services required for the specific equipment previously covered under the expiring contracts during the bridge arrangement period.

In addition, the current ARAMARK Healthcare agreement which covers CE and the Plant Operations Maintenance Management Information System [POMMIS (a call center for plant operations)] at Stroger Hospital will expire on 03/31/2011 (please see schedule on page 2). As a result of the multi-service coverage under this agreement, it is not recommended to move to a T&M arrangement during the bridge arrangement period. CCHHS requests authorization to Extend and Increase the current contract with ARAMARK Healthcare to provide continued Clinical Engineering Services and POMMIS at Stroger Hospital. The new CCHHS agreement for CE services is targeted to begin 07/01/2011. The Extend and Increase cost of \$524,160.00 per month will remain the same as the original contract terms.



Request #

7

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CORE Center •

REQUESTING ACCOUNT / AFFILIATE / DEPT:

CCHHS / Plant Operations

SPONSOR:

Jim DeLisa, Director of Plant Operations, CCHHS

FISCAL IMPACT:

\$1,692,031.59

CONTRACT #:

07-41-97

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
07-41-97	Original	11/02/2006	12/01/2006	11/30/2009	\$18,869,764.00	36
07-41-97	Extend and Increase Contract	12/18/2009	12/01/2009	05/31/2010	\$3,385,513.47	6
07-41-97	Extend and Increase Contract	05/27/2010	06/01/2010	11/30/2010	\$3,385,513.47	6
07-41-97	Extend and Increase Contract	11/19/2010	12/01/2010	03/31/2011	\$2,256,042.12	4
07-41-97	Extend and Increase Contract		04/01/2011	06/30/2011	\$1,692,031.59	3

NEW PROPOSAL HISTORY:

N/A: Extend and Increase contract

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to extend and increase contract 07-41-97 for a period of 3 months from 04/01/2011 thru 06/30/2011 in the amount of \$1,692,031.59.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Pending

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Pending

CCHHS CFO:

Michael Ayres, Chief Financial Officer

CCHHS CEO:

William T. Foley, Chief Executive Officer

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
 • John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein
 CORE Center •

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 897-365 Stroger Hospital / Department of Pathology		SPONSOR: Joanne Dulski, Director of Pathology, CCHHS Roslyn Lennon, Chief Clinical Officer, CCHHS Anthony Tedeschi, Interim COO, Stroger Hospital	
DATE: 02/15/2011	PRODUCT / SERVICE: Service - Molecular Testing (HIV/HCV bDNA Testing)		
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Abbott Laboratories, Abbott Park, Illinois		
FISCAL IMPACT: 897-365 Stroger Hospital \$2,032,087.66		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: 05/01/2011 thru 04/30/2014		CONTRACT #: H11-25-017	
<input checked="" type="checkbox"/>	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] RFP; Multiple Providers - Single Selection based on criteria and cost		
<input type="checkbox"/>	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:

The previous contract (04-42-699) was provided by a single source vendor for a 36 month period, with two additional amendments extending and increasing the contract for an additional 7 months. The current contract expires June 30, 2011. There will be an overlap in contract periods; CCHHS will exercise the 30 day out clause to terminate the prior contract.

NEW PROPOSAL JUSTIFICATION:

A Request For Proposal (RFP) was conducted and responses were received from two vendors. Upon review, Abbott Laboratories was selected based on a criteria matrix of performance, quality, capability and overall cost. Abbott Laboratories met more of the selection criteria with higher quality outcomes and reduced test errors. Abbott Laboratories will provide molecular testing in order to treat, diagnose and monitor patients for all entities of CCHHS.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: \$1,000,912.34
 Percent: 33%

TERMS OF REQUEST:


This is a request to execute contract H11-25-017 for a period of 36 months from 05/01/2011 thru 04/30/2014 in the amount of \$2,032,087.66.

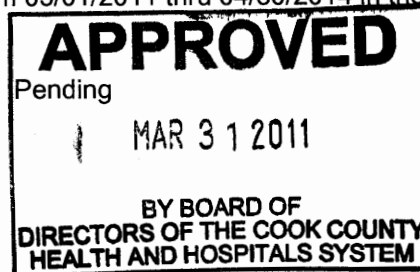
CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE?

ATTACHMENTS

BID TABULATIONS: N/A
 CONTRACT COMPLIANCE MEMO: Pending

CCHHS CFO: 
 Michael Ayres, Chief Financial Officer

CCHHS CEO: 
 William T. Foley, Chief Executive Officer



Request #
8

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
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Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 897-362 Stroger Hospital / Department of Surgery		SPONSOR: Richard Keen, M.D., Chairman, Department of Surgery, CCHHS Anthony Tedeschi, Interim COO, Stroger Hospital CCHHS <i>Keen 3-13-11</i>	
DATE: 02/24/2011		PRODUCT / SERVICE: Product - Electrosurgical Generators	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: Tyco Healthcare Group, LP d/b/a Covidien, St. Louis, Missouri	
FISCAL IMPACT: 717/897-362 Stroger Hospital		\$395,000.00	GRANT FUNDED AMOUNT: N/A
CONTRACT PERIOD: One Time Purchase		CONTRACT #: H10-25-136	
X	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] GPO; Multiple Providers - Single Selection based on quality		
	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:
N/A: No previous contract, capital equipment purchase

NEW PROPOSAL JUSTIFICATION:
The Department of Surgery is requesting approval to replace Electrosurgical Generators (ESU) that have reached their life expectancy (8+ years). Tyco Healthcare Group is offering a \$15,000.00 trade in for CCHHS' 25 aged generators. Also included in this proposal are mounting carts and footswitches for each unit (a \$73,654.00 value). The Department of Surgery is requesting this technology due to its unique tissue effect sensing technology for precise energy delivery. The ESU produces tissue effects by concentrating high-frequency electric currents at the target tissue, causing it to heat, and thereby altering the cellular structure.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]
Savings calculation: \$88,654.00 including savings and trade in value for aged equipment
Percent: N/A

TERMS OF REQUEST:
This is a request to execute contract H10-25-136 for a one time purchase in the amount of \$395,000.00. Capital Item # 92 was approved by the Board of Commissioners of Cook County on 05/09/2009.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Yes

ATTACHMENTS
BID TABULATIONS: N/A
CONTRACT COMPLIANCE MEMO: Yes

CCHHS CFO: *[Signature]*
Michael Ayres, Chief Financial Officer

CCHHS CEO: *[Signature]*
William T. Foley, Chief Executive Officer

APPROVED

MAR 31 2011

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #
9

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein
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COOK COUNTY
OFFICE OF CONTRACT COMPLIANCE

LAVERNE HALL
DIRECTOR

118 North Clark Street, Room 1020
Chicago, Illinois 60602-1304
TEL (312) 603-5502
FAX (312) 603-4547

February 28, 2011

Ms. Girvena LeBlanc, BA, MPA
Supply Chain Management
Procurement Department
John H. Stroger, Jr. Hospital
1969 W. Ogden Avenue, LL250
Chicago, IL 60612

Re: Revised Letter
Contract No. H10-25-136
Forcetriad Energy Platform Proprietary Equipment

Dear Ms. LeBlanc:

The following bid for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Woman Business Enterprises Ordinance and has been found to be responsive to the Ordinance.

Bidder: Tyco Healthcare Group, LP DBA Covidien Surgical Devices
Bid Amount: \$395,000.00
Waiver: There are relevant factors making it impossible or economically infeasible to utilize MBE and/or WBE firms.

Sole source justification memo from CCHHS Clinical Engineering Director, Joe Bandra included as justification as to why waiver should be granted and based on the medical need for this commodity.

The Office of Contract Compliance has been advised that no other bidders are being recommended for award.

Sincerely,

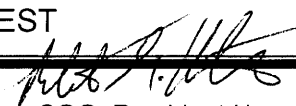
LaVerne Hall
Director

LH/lar



Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 891-540 Provident Hospital / Department of Surgery		SPONSOR:  Robert Hamilton, COO, Provident Hospital
DATE: 02/15/2011	PRODUCT / SERVICE: Product - Furnish and Install Steris Century Steam Sterilizer	
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Steris Corporation, Mentor, Ohio	
FISCAL IMPACT: 717/891-540 Provident Hospital \$107,930.27		GRANT FUNDED AMOUNT: N/A
CONTRACT PERIOD: One Time Purchase		CONTRACT #: H10-73-124
X	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] GPO; Multiple Providers - Single Selection based on cost and trade-in value	
	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A	

PRIOR CONTRACT HISTORY:

N/A: No previous contract, capital equipment purchase

NEW PROPOSAL JUSTIFICATION:

Provident Hospital is requesting approval to purchase new steam sterilizer equipment to replace the existing sterilizer equipment due to old age. This contract will provide a fully jacketed steam sterilizer, standard installation including all necessary labor (non-union) and materials required to assemble the new equipment, and the de-installation of all aged equipment currently at Provident Hospital.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: \$14,600.00 including savings and trade-in value for aged equipment
Percent: N/A

TERMS OF REQUEST:

This is a request to execute contract H10-73-124 for a one time purchase in the amount of \$107,930.27. Capital Item # 123 was approved by the Board of Commissioners of Cook County on 05/09/2009.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Yes

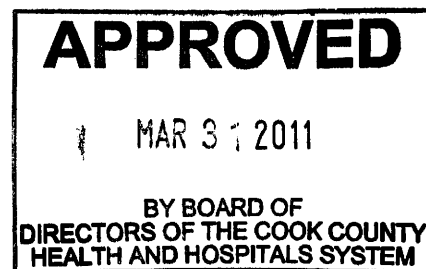
ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Yes

CCHHS COO: 
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: 
Michael Ayres, Chief Financial Officer



Request #
10

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COOK COUNTY
OFFICE OF CONTRACT COMPLIANCE

LAVERNE HALL
DIRECTOR

118 North Clark Street, Room 1020
Chicago, Illinois 60602-1304
TEL (312) 603-5502
FAX (312) 603-4547

February 14, 2011

Ms. Girvena LeBlanc
Supply Chain Management
& Procurement Department
John H. Stroger, Jr. Hospital
1901 West Harrison Street, LL250
Chicago, IL 60612

Re: Contract No. H10-73-124

Dear Ms. LeBlanc:

The following bid for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Women Owned Business Enterprises Ordinance and has been found to be responsive to the Ordinance:

Contractor: STERIS Corporation
Contract Amount: \$107,930.27

Waiver Granted:

Bidder/Proposer has submitted a request for M/WBE Waiver and a statement supporting that the Bidder/Proposer is the sole manufacturer of the sterilization equipment, which involves proprietary information. The Bidder also states that installation and maintenance service of STERIS sterile processing equipment requires expertise, training and proprietary knowledge and that it would be economically feasible to subcontract this work out.

The Office of Contract Compliance has been advised by the Requesting Department that no other bidders are being recommended for award.

Sincerely,

LaVerne Hall
Contract Compliance Administrator

LH/pgb

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
March 25, 2011

ATTACHMENT #2

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
ITEM III(C)
MARCH 25, 2011 FINANCE COMMITTEE MEETING
SUPPLEMENTAL CONTRACT AND PROCUREMENT ITEM

Request #	Vendor	Service or Product	Fiscal Impact	Affiliate / System	Begins on Page #
Execute Contract					
11	O'Hare Record Retention	Service - off-site records storage, destruction, retrieval and moving services	\$1,198,000.00	SHCC	2

Cook County Health & Hospitals System

AS AMENDED BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 897 CCHHS / Health Information Management		SPONSOR: John R. Morales, CFO, Stroger Hospital JRM	
DATE: 03/05/2011		PRODUCT / SERVICE: Service – Off-site Records Storage, Destruction, Retrieval and Moving Services	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: O'Hare Record Retention, Chicago, Illinois	
FISCAL IMPACT: 897-246 CCHHS \$1,198,000.00		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: 04/01/2011 thru 08/31/ 2014 2013		CONTRACT #: (Contract number to be determined) <u>H11-72-025</u>	
X	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] RFP; Multiple Providers - Single Selection based on criteria and cost		
	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:

O'Hare Record Retention currently stores a large number of Cook County Health and Hospitals System [CCHHS] records; several affiliates have relatively small arrangements which will continue to remain in place for some or all of the period prior to transition to the Cook County Hawthorne storage facility, which is expected to occur within the next 12-18 months.

NEW PROPOSAL JUSTIFICATION:

The CCHHS respectfully requests approval to enter into a contract with O'Hare Record Retention of Chicago, Illinois, to provide interim off-site medical record indexing, storage and retrieval services for the CCHHS. A Request for Proposal (RFP) was issued in late 2010 for an off-site medical records management contract; four proposals were received. After reviewing these proposals and considering the best operating model for record storage, it was determined that the CCHHS would bring this function in-house within the next few years to consolidate, store and manage all of its medical records within a Cook County-owned property. This action will be combined with an effective record retention schedule, which will permit scanning and/or destruction of medical records at appropriate intervals, thus reducing the volumes of paper records remaining in storage. A more limited interim off-site storage contract will be required as a result of this strategy. For this purpose, O'Hare Record Retention offers the best pricing and is the most efficient solution, in that O'Hare Record Retention currently possesses a large number of CCHHS records which will not have to be removed to another storage site. The cost of this contract includes fees associated with moving the records to the Cook County Hawthorne facility at the end of the contract period, and includes record destruction services.

APPROVED

MAR 31 2011

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A
Percent: N/A

TERMS OF REQUEST:

This is a request to execute contract (Contract # H11-72-025) for a period of 29 months from 04/01/2011 thru 08/31/~~2014~~ 2013 in the amount of \$1,198,000.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Pending

ATTACHMENTS

BID TABULATIONS: N/A
CONTRACT COMPLIANCE MEMO: Pending

Request #
11

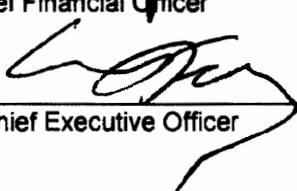
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Revised 03/01/2011

REQUESTING ACCOUNT / AFFILIATE / DEPT: 897 CCHHS / Health Information Management	SPONSOR: John R. Morales, CFO, Stroger Hospital
FISCAL IMPACT: 897-246 CCHHS \$1,198,000.00	CONTRACT #: (Contract number to be determined) <u>H11-72-025</u>

CCHHS CFO: 
Michael Ayres, Chief Financial Officer

CCHHS CEO: 
William T. Foley, Chief Executive Officer

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		ELIZABETH ANN DOODY GORMAN	17th Dist.



COOK COUNTY
OFFICE OF CONTRACT COMPLIANCE

LAVERNE HALL
DIRECTOR

118 North Clark Street, Room 1020
Chicago, Illinois 60602-1304
TEL (312) 603-5502
FAX (312) 603-4547

April 25, 2011

Ms. Girvena LeBlanc
Supply Chain Management
& Procurement Department
John H. Stroger, Jr. Hospital
1901 West Harrison Street, LL250
Chicago, IL 60612

Re: Contract No. H11-72-025

Dear Ms. LeBlanc:

The following bid for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Women Owned Business Enterprises Ordinance and has been found to be responsive to the Ordinance:

Contractor: OHare Van Lines & Record Retention Center
Description: Services – Record Storage Services
Increase Amount: \$1,198,000.00

Waiver Granted:

Anticipating that the contract will be 100% WBE, pending Cook County certification.

The Office of Contract Compliance has been advised by the Requesting Department that no other bidders are being recommended for award.

Sincerely,

LaVerne Hall
Contract Compliance Administrator

LH/pgb

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
March 25, 2011

ATTACHMENT #3

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Toni Preckwinkle • President
Cook County Board of Commissioners

Warren L. Batts • Chairman
Cook County Health & Hospitals System

Jorge Ramirez • Vice-Chairman
Cook County Health & Hospitals System

William T. Foley • CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members

Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carvalho
Quin R. Golden
Benn Greenspan
Sr. Sheila Lyne
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zopp

Memorandum

Date: February 16, 2011

To: Warren L. Batts, Chair
Board of Directors of the Cook County Health and Hospitals System

David Carvalho, Chair
Finance Committee, Board of Directors Cook County Health and Hospitals System

From: Michael D. Ayres, *[Signature]* Chief Financial Officer, Cook County Health and Hospitals System

Subject: March 25, 2011 Finance Committee meeting – Item III (E) Action Items C. Lease schedules under replacement Master Lease Agreement with Banc of America Leasing and Capital Corp.,

In August 2010 pursuant to authorization by this Board, the CCHHS entered into a replacement Master Lease Agreement with Banc of America Leasing and Capital Corp., LLC (“Banc of America”) for purposes of leasing up to \$30 million in capital equipment beginning in 2010. Under the Master Lease, the parties may enter into Lease Schedules with respect to specific items of equipment to be leased.

Under the Master Lease, the interest rate for each Lease Schedule is based upon the three-year United States Treasury Maturity SWAP rate. The amounts payable under each lease schedule may therefore vary monthly depending upon changes in this indicator. Management does not find this interest rate risk to be material.

We are requesting your authorization to enter into and execute two lease schedules to permit CCHHS to lease the following equipment:

Asset	Total Cost	Term	Rate Factor	Payment	Annual Obligation
GE Telemetry	\$189,379.32	36	0.024024	\$4,549.65	\$54,595.79
Zeiss Ophthalmic Equipment	\$ 87,104.62	60	0.01683125	\$1,466.08	\$17,592.96
Subtotal					\$72,188.74

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• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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The total combined cost to the Banc of America for the above items is \$ 276,483.94; the lease schedule terms are each 60 months from the date of equipment acceptance; interest rate is estimated to be 1.6855% based on the current SWAP rate; monthly payments are estimated to be \$6,015.73. The Banc of America may be required to make certain interim payments to the manufacturer at the time of the contract execution and at the time of equipment delivery, with final payment upon acceptance for clinical use. Interest costs on these Banc of America expenditures, which will be incurred prior to clinical acceptance, will be included in the CCHHS' total cost under the lease schedules. The interest rate for the interim payments will be calculated at PRIME minus 1%.

Under this arrangement, possession, control, and use of the equipment will rest entirely with the Health System. The equipment is being acquired by Banc of America Based on the Health System's specification and acquisition pricing secured by the Health System. These items have been on our approval capital equipment list since 2008.

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
March 25, 2011

ATTACHMENT #4

Cook County Health and Hospitals System

Financial Statements for the Month Ended
December 31, 2010

As of March 10, 2011

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1. Mission Statement
2. Attestation Statement
3. Management Discussion and Analysis
4. Combining Balance Sheet – Assets
5. Combining Balance Sheet – Liabilities and Net Assets
6. Combining Income Statement
7. Comparative Income Statements:
 - Cook County Health Facilities (Consolidated)
 - Stroger Hospital
 - ACHN (Clinics)
 - Oak Forest Hospital
 - Provident Hospital
 - Bureau of Health
 - Dept. of Public Health
 - Cermak
8. Disclosure Checklist

COOK COUNTY HEALTH & HOSPITALS SYSTEM

MISSION STATEMENT

The Cook County Health and Hospitals System will deliver integrated health services with dignity and respect regardless of a patient's ability to pay; and,

Foster partnerships with other health providers and communities to enhance the health of the public; and,

Advocate for policies, which promote and protect the physical, mental and social well being of the people of Cook County.

Board of Directors
Cook County Health and Hospitals System

The accompanying financial statement of Cook County Health and Hospitals System and the related Management's Discussion and Analysis for the month ended December 31, 2010 have been prepared by Management who is responsible for their presentation and disclosure. The statement have not been compiled, reviewed or audited by independent accountants.

CCHHS maintains an internal control structure designed to provide reasonable assurance that assets are safeguarded and that transactions are properly executed, recorded and summarized to produce reliable records and reports,

To the best of Management's knowledge and belief the statements were prepared in conformity with generally accepted accounting principles and governmental accounting standards using the accrual basis of accounting and are based on recorded transactions and Management's best estimates and judgment.

Michael D. Ayres, Chief Financial Officer

Dorothy M. Loving, Executive Director of Finance

MANAGEMENT'S DISCUSSION AND ANALYSIS

INTRODUCTION

In May 2008, the Cook County Board of Commissioners renamed the Cook County Health Facilities as the Cook County Health and Hospital System (CCHHS).

This discussion and analysis provides the readers of the monthly unaudited financial statements of the CCHHS with an overview of the financial activities and financial activities for the month ended December 31, 2010. This discussion focuses on the significant financial issues and major financial activities during the current month. It should be read in conjunction with the accompanying financial statements of the CCHHS.

The CCHHS includes the following entities: John H. Stroger Jr. Hospital (JSH); Oak Forest Hospital (OFH); Provident Hospital (PHCC); the Department of Public Health (DPH); the Ambulatory and Community Health Network (ACHN); the Bureau of Health Services (BHS); and Cermak Health Services (CHS). Collectively, these entities provide primary, intermediate, acute, and tertiary medical care to patients, without regard to their ability to pay. The Bureau of Health Services oversees the operational, planning, and policy activities of the CCHHS.

The CCHHS is included in the reporting entity of the Cook County, Illinois, as an enterprise fund. As an enterprise fund, the CCHHS' financial statements are prepared using proprietary fund accounting that focuses on the determination of changes in net assets, financial position, and cash flows in a manner similar to private sector businesses. The financial statements are prepared on an accrual basis of accounting, which recognizes revenue when earned and expenses when incurred.

SUMMARY OF OPERATING AND FINANCIAL HIGHLIGHTS

The Cook County Health and Hospital Systems continues to undertake significant restructuring with a focus on operational efficiency so that the system can better fulfill its mission of serving the health care needs of the region. Effective in July, 2010 CCBHHS engaged Price Waterhouse Coopers as its revenue cycle vendor to re-engineer the revenue cycle process and to improve efficiencies within the expenditure process.

FINANCIAL HIGHLIGHTS (IN THOUSANDS)

The Cook County Health and Hospitals System finished the month with overall revenue of \$92,657 and overall expenses was \$80,660.

Net Patient revenue for the month was \$61,089.

Net Patient revenue consists of all charges including automated contractual allowances and bad debt adjustments. Write-off of Bad Debt is a CCHHS Board approved policy.

Other revenue was \$51. Other revenue consists primarily of parking and cafeteria revenue.

Accounts Receivable

In December the System implemented the new single billing platform patient accounting system. The new system has been designated as BEPA (browser enabled patient accounting). The new system replaces the three separate systems that were used by the three system hospitals in the past. The use of a common system now eliminates the differences between the three separate systems.

The implementation of the new system has had an impact on the level of outstanding accounts receivable. The billing of patient accounts through the BEPA system was suspended for the month of December to insure that everything was correct prior to the resumption of billing. Accounts that were on the three legacy systems continued to be billed in December from those systems. The billing from the BEPA system was resumed in January. The delay in billing the BEPA accounts produced an increase in the total outstanding accounts receivable at the end of December.

Accounts receivable at the end of December increased by approximately 21 million dollars or 4% from the November month end amounts. In the future months this increase in outstanding accounts receivable will be resolved as the accounts are billed, paid, and posted to the systems. The legacy systems will continue to be used for the accounts with dates of service prior to December 1, 2010, until the majority of the outstanding balances have been collected or processed off the systems. The balances from the legacy systems are not going to be moved to the BEPA system. The BEPA system will maintain the account information for all three hospitals for accounts with a date of service after December 1, 2010.

Operating Expenses at the end the month was \$80,660 broken down as follows:

Salaries and Wages - \$44,133

Benefits - \$11,527

Supplies - \$8,738

Purchased Services, Rental, and Other - \$8,744

Depreciation - \$3,034

Utilities - \$24

Insurance - \$4,460

Nonoperating Revenue was \$31,517. The largest portions of this are attributed to sales tax in the amount of \$14,630 and property tax in the amount of \$12,022.

Taxes collected for the Health to date have been fully credited to the Health Fund.

OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis are intended to serve as an introduction to the CCHHS financial statements. CCHHS basic monthly unaudited financial statements are comprised of fund financial statements.

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The CCHHS, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Accounts Receivable Comparison
Cook County Health and Hospitals System

	12/31/2010 Stroger	12/31/2010 Oak Forest	12/31/2010 Provident	12/31/2010 Combined Legacy	12/31/2010 BEPA	12/31/2010 Legacy + BEPA	11/30/2010 Combined Legacy	(=Growth)	%%
Inpatient									
In-house	\$ 168,750	\$ -	\$ 24,616	\$ 193,366	\$ 11,705,571	\$ 11,898,937	\$ 19,986,906	8,087,969	40%
Discharged Not Final Billed	\$ 5,456,996	\$ (44,457)	\$ 277,603	\$ 5,690,142	\$ 22,537,146	\$ 28,227,288	\$ 12,345,701	(15,881,587)	-129%
Billed	\$ 242,478,707	\$ 23,885,152	\$ 22,327,832	\$ 288,691,690	\$ 13,235,115	\$ 301,926,806	\$ 291,150,173	(10,776,633)	-4%
Total Inpatient Asccounts Receivable	\$ 248,104,453	\$ 23,840,695	\$ 22,630,050	\$ 294,575,198	\$ 47,477,832	\$ 342,053,030	\$ 323,482,779	(18,570,251)	-6%
Outpatient									
Unbilled	\$ 16,804,233	\$ 200,492	\$ 3,729,836	\$ 20,734,562	\$ 6,099,553	\$ 26,834,114	\$ 26,490,787	(343,327)	-1%
Billed	\$ 98,430,683	\$ 7,883,350	\$ 24,708,236	\$ 131,022,269	\$ 12,794,428	\$ 143,816,697	\$ 141,704,244	(2,112,454)	-1%
Total Outpatient Accounts Receivable	\$ 115,234,916	\$ 8,083,842	\$ 28,438,072	\$ 151,756,831	\$ 18,893,981	\$ 170,650,812	\$ 168,195,031	(2,455,781)	-1%
Combined Inpatient and Outpatient A/R									
Unbilled	\$ 22,429,979	\$ 156,035	\$ 4,032,055	\$ 26,618,069	\$ 40,342,270	\$ 66,960,339	\$ 58,823,393	(8,136,945)	-14%
Billed	\$ 340,909,390	\$ 31,768,502	\$ 47,036,068	\$ 419,713,960	\$ 26,029,543	\$ 445,743,503	\$ 432,854,417	(12,889,086)	-3%
Total IP and OP Accounts Receivable	\$ 363,339,369	\$ 31,924,537	\$ 51,068,122	\$ 446,332,029	\$ 66,371,813	\$ 512,703,842	\$ 491,677,810	(21,026,032)	-4%
					\$	2,272,203.90			
								226 Days of Revenue Outstanding	

Cook County Health Facilities
Combining Balance Sheet of General Funds (Unaudited)
(In Thousands)
December 31, 2010

	Stroger Hospital	ACHN (Clinics)	Total Stroger & ACHN	Oak Forest Hospital	Provident Hospital	Bureau of Health	Hospitals Total	Dept of Public Health	Cermak	Grand Total
ASSETS										
CURRENT ASSETS:										
Cash and cash equivalents:										
Cash in banks	1,041	1	1,042	99			1,142			1,142
Cash held by Cook Co Treas	395,460		395,460	66,680	97,864		560,005	86,041	4,735	650,781
Due from working cash fund	60,535	34,607	95,142				95,142			95,142
Total cash & cash equivalent	457,036	34,609	491,645	66,779	97,864		656,288	86,041	4,735	747,065
Property taxes receivable:										
Tax levy - current year	56,100	33,061	89,160	13,224	17,003	3,212	122,599	14,068		136,667
Tax levy - prior year	36,006	18,650	54,656	7,460	9,589	1,815	73,520	4,813		78,333
Total property taxes rec	92,105	51,711	143,816	20,684	26,592	5,027	196,119	18,881		215,000
Receivables:										
Patient AR-net of allowances	109,531		109,531	7,416	17,758		134,704			134,704
Third-party settlements				22	71		93			93
Other receivables	1,428	10	1,438	12	221	164	1,834	0	3	1,837
Due from State - sales taxes	6,869	7,567	14,437	2,035	3,314	658	20,444	3,297	5,700	29,441
Interacct (payable)receivabl	(120,268)		(120,268)	16,231	(15,544)	119,955	375	(2)		373
Total receivables	(2,440)	7,577	5,138	25,716	5,819	120,778	157,450	3,295	5,703	166,448
Inventories	2,013		2,013	506	1,259		3,779		1,427	5,205
TOTAL CURRENT ASSETS	548,715	93,897	642,612	113,685	131,535	125,804	1,013,636	108,218	11,864	1,133,719
CAPITAL ASSETS:										
Depreciable assets - net	396,833	6,207	403,040	26,692	23,160	5,824	458,716	52	533	459,301
TOTAL ASSETS	945,548	100,104	1,045,652	140,378	154,694	131,629	1,472,352	108,270	12,398	1,593,020

Cook County Health Facilities
Combining Balance Sheet of General Funds (Unaudited)
(In Thousands)
December 31, 2010

	Stroger Hospital	ACHN (Clinics)	Total Stroger & ACHN	Oak Forest Hospital	Provident Hospital	Bureau of Health	Hospitals Total	Dept of Public Health	Cermak	Grand Total
LIABILITIES & NET ASSETS										
CURRENT LIABILITIES:										
Due to Cook County Treasurer		200,794	200,794			462,950	663,744			663,744
Accounts payable	9,292	337	9,629	1,448	1,758	12,880	25,715	944	235	26,894
Accrued salaries, wages, & other liabilities	11,251	1,382	12,633	1,962	1,271	1,512	17,378		1,147	18,526
Compensated absences	24,773	2,942	27,714	3,845	4,133	3,061	38,753	1,646	2,159	42,558
Deferred revenues	46,104		46,104	12,087	10,071		68,261			68,261
Third-party settlements	5,254		5,254				5,254			5,254
Due to others				29	11		41	7		48
TOTAL CURRENT LIABILITIES	96,674	205,455	302,129	19,371	17,245	480,403	819,147	2,597	3,541	825,285
LONG-TERM LIABILITIES:										
Reserve-tax objection suits	3,202	1,659	4,861	664	853	161	6,538	706		7,244
TOTAL LIABILITIES	99,876	207,113	306,989	20,034	18,098	480,564	825,686	3,303	3,541	832,529
OPERATING NET ASSETS:										
Invested in capital assets, net of related debt	396,833	6,207	403,040	26,692	23,160	5,824	458,716	52	533	459,301
Beginning balance	429,210	(116,530)	312,679	93,651	111,307	(344,088)	173,550	103,563	9,046	286,159
Bond depreciation	2,296	78	2,374	254	208	177	3,014		20	3,034
Excess revenue (expenses)	17,333	3,235	20,568	(254)	1,921	(10,849)	11,387	1,352	(742)	11,997
Transfers										
Ending balance	845,672	(107,010)	738,662	120,343	136,596	(348,935)	646,667	104,967	8,857	760,490
TOTAL LIABILITIES & OPERATING NET ASSETS	945,548	100,104	1,045,652	140,378	154,694	131,629	1,472,352	108,270	12,398	1,593,020

Cook County Health Facilities
Combining Income Statement of General Funds (Unaudited)
(In Thousands)
December 31, 2010

	<u>Stroger Hospital</u>	<u>ACHN (Clinics)</u>	<u>Total Stroger & ACHN</u>	<u>Oak Forest Hospital</u>	<u>Provident Hospital</u>	<u>Bureau of Health</u>	<u>Hospitals Total</u>	<u>Dept of Public Health</u>	<u>Cermak</u>	<u>Grand Total</u>
REVENUE:										
Net patient service revenue	45,389	7,435	52,824	4,244	4,020		61,089			61,089
Other revenue	28		28	15	9		51		0	51
Total Revenue:	45,416	7,435	52,852	4,259	4,029		61,140		0	61,140
OPERATING EXPENSES:										
Salaries and wages	25,984	3,284	29,268	4,449	3,570	3,352	40,639	710	2,784	44,133
Employee benefits	6,458	989	7,448	1,317	1,023	795	10,583	268	676	11,527
Supplies	406	6,269	6,675	212	71	1,654	8,612	56	70	8,738
Purchased svcs, rental & other	2,076	157	2,233	318	402	5,534	8,487	142	115	8,744
Depreciation	2,296	78	2,374	254	208	177	3,014		20	3,034
Utilities	8	10	17	3			21	3		24
Insurance expense	2,449	398	2,847	573	371	293	4,084	124	253	4,460
TOTAL OPERATING EXPENSES	39,676	11,186	50,863	7,126	5,646	11,805	75,440	1,302	3,918	80,660
GAIN (LOSS) FROM OPERATIONS	5,740	(3,751)	1,989	(2,867)	(1,617)	(11,805)	(14,300)	(1,302)	(3,918)	(19,520)
NONOPERATING REVENUE:										
Property taxes	5,318	2,755	8,073	1,102	1,417	268	10,860	1,162		12,022
Cigarette taxes										
Sales taxes	3,474	3,827	7,301	1,029	1,676	333	10,340	1,407	2,883	14,630
Interest income				0			0			0
Retirement plan contribution	2,801	404	3,205	483	444	356	4,487	85	293	4,865
TOTAL NONOPERATING REVENUE	11,593	6,986	18,579	2,614	3,537	956	25,687	2,654	3,176	31,517
NET INCOME	17,333	3,235	20,568	(254)	1,921	(10,849)	11,387	1,352	(742)	11,997

Cook County Health Facilities
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending December 31, 2010

	<u>December 1, 2010</u>	<u>Inc (Dec)</u>	<u>December 31, 2010</u>
REVENUE:			
Net patient service revenue		61,089	61,089
Other revenue		51	51
Total Revenue		<u>61,140</u>	<u>61,140</u>
OPERATING EXPENSES:			
Salaries and wages		44,133	44,133
Employee benefits		11,527	11,527
Supplies		8,738	8,738
Purchased svs, rental & other		8,744	8,744
Depreciation		3,034	3,034
Utilities		24	24
Insurance expense		4,460	4,460
TOTAL OPERATING EXPENSES		<u>80,660</u>	<u>80,660</u>
GAIN (LOSS) FROM OPERATIONS		<u>(19,520)</u>	<u>(19,520)</u>
NONOPERATING REVENUE:			
Property taxes		12,022	12,022
Cigarette taxes			
Sales taxes		14,630	14,630
Interest income		0	0
Retirement plan contribution		4,865	4,865
TOTAL NONOPERATING REVENUE		<u>31,517</u>	<u>31,517</u>
NET INCOME (LOSS)		<u>11,997</u>	<u>11,997</u>

Stroger Hospital
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending December 31, 2010

	<u>December 1, 2010</u>	<u>Inc (Dec)</u>	<u>December 31, 2010</u>
REVENUE:			
Net patient service revenue		45,389	45,389
Other revenue		28	28
Total Revenue		45,416	45,416
OPERATING EXPENSES:			
Salaries and wages		25,984	25,984
Employee benefits		6,458	6,458
Supplies		406	406
Purchased svcs, rental & other		2,076	2,076
Depreciation		2,296	2,296
Utilities		8	8
Insurance expense		2,449	2,449
TOTAL OPERATING EXPENSES		39,676	39,676
GAIN (LOSS) FROM OPERATIONS		5,740	5,740
NONOPERATING REVENUE:			
Property taxes		5,318	5,318
Cigarette taxes			
Sales taxes		3,474	3,474
Interest income			
Retirement plan contribution		2,801	2,801
TOTAL NONOPERATING REVENUE		11,593	11,593
NET INCOME (LOSS)		17,333	17,333

ACHN (Clinics)
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending December 31, 2010

	<u>December 1, 2010</u>	<u>Inc (Dec)</u>	<u>December 31, 2010</u>
REVENUE:			
Net patient service revenue		7,435	7,435
Other revenue			
Total Revenue		7,435	7,435
OPERATING EXPENSES:			
Salaries and wages		3,284	3,284
Employee benefits		989	989
Supplies		6,269	6,269
Purchased svcs, rental & other		157	157
Depreciation		78	78
Utilities		10	10
Insurance expense		398	398
TOTAL OPERATING EXPENSES		11,186	11,186
GAIN (LOSS) FROM OPERATIONS		(3,751)	(3,751)
NONOPERATING REVENUE:			
Property taxes		2,755	2,755
Cigarette taxes			
Sales taxes		3,827	3,827
Interest income			
Retirement plan contribution		404	404
TOTAL NONOPERATING REVENUE		6,986	6,986
NET INCOME (LOSS)		3,235	3,235

Oak Forest Hospital
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending December 31, 2010

	<u>December 1, 2010</u>	<u>Inc (Dec)</u>	<u>December 31, 2010</u>
REVENUE:			
Net patient service revenue		4,244	4,244
Other revenue		15	15
Total Revenue		4,259	4,259
OPERATING EXPENSES:			
Salaries and wages		4,449	4,449
Employee benefits		1,317	1,317
Supplies		212	212
Purchased svcs, rental & other		318	318
Depreciation		254	254
Utilities		3	3
Insurance expense		573	573
TOTAL OPERATING EXPENSES		7,126	7,126
GAIN (LOSS) FROM OPERATIONS		(2,867)	(2,867)
NONOPERATING REVENUE:			
Property taxes		1,102	1,102
Cigarette taxes			
Sales taxes		1,029	1,029
Interest income		0	0
Retirement plan contribution		483	483
TOTAL NONOPERATING REVENUE		2,614	2,614
NET INCOME (LOSS)		(254)	(254)

Provident Hospital
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending December 31, 2010

	<u>December 1, 2010</u>	<u>Inc (Dec)</u>	<u>December 31, 2010</u>
REVENUE:			
Net patient service revenue		4,020	4,020
Other revenue		9	9
Total Revenue		4,029	4,029
OPERATING EXPENSES:			
Salaries and wages		3,570	3,570
Employee benefits		1,023	1,023
Supplies		71	71
Purchased svcs, rental & other		402	402
Depreciation		208	208
Utilities			
Insurance expense		371	371
TOTAL OPERATING EXPENSES		5,646	5,646
GAIN (LOSS) FROM OPERATIONS		(1,617)	(1,617)
NONOPERATING REVENUE:			
Property taxes		1,417	1,417
Cigarette taxes			
Sales taxes		1,676	1,676
Interest income			
Retirement plan contribution		444	444
TOTAL NONOPERATING REVENUE		3,537	3,537
NET INCOME (LOSS)		1,921	1,921

Bureau of Health
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending December 31, 2010

	<u>December 1, 2010</u>	<u>Inc (Dec)</u>	<u>December 31, 2010</u>
REVENUE:			
Net patient service revenue			
Other revenue			
Total Revenue			
OPERATING EXPENSES:			
Salaries and wages		3,352	3,352
Employee benefits		795	795
Supplies		1,654	1,654
Purchased svcs, rental & other		5,534	5,534
Depreciation		177	177
Insurance expense		293	293
TOTAL OPERATING EXPENSES		11,805	11,805
GAIN (LOSS) FROM OPERATIONS		(11,805)	(11,805)
NONOPERATING REVENUE:			
Property taxes		268	268
Cigarette taxes			
Sales taxes		333	333
Interest income			
Retirement plan contribution		356	356
TOTAL NONOPERATING REVENUE		956	956
NET INCOME (LOSS)		(10,849)	(10,849)

Dept of Public Health
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending December 31, 2010

	<u>December 1, 2010</u>	<u>Inc (Dec)</u>	<u>December 31, 2010</u>
REVENUE:			
Net patient service revenue			
Other revenue			
Total Revenue			
OPERATING EXPENSES:			
Salaries and wages	710		710
Employee benefits	268		268
Supplies	56		56
Purchased svs, rental & other	142		142
Utilities	3		3
Insurance expense	124		124
TOTAL OPERATING EXPENSES	1,302		1,302
GAIN (LOSS) FROM OPERATIONS	(1,302)		(1,302)
NONOPERATING REVENUE:			
Property taxes	1,162		1,162
Cigarette taxes			
Sales taxes	1,407		1,407
Interest income			
Retirement plan contribution	85		85
TOTAL NONOPERATING REVENUE	2,654		2,654
NET INCOME (LOSS)	1,352		1,352

Cermak
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending December 31, 2010

	<u>December 1, 2010</u>	<u>Inc (Dec)</u>	<u>December 31, 2010</u>
REVENUE:			
Net patient service revenue			
Other revenue			
Total Revenue			
OPERATING EXPENSES:			
Salaries and wages		2,784	2,784
Employee benefits		676	676
Supplies		70	70
Purchased svcs, rental & other		115	115
Depreciation		20	20
Utilities			
Insurance expense		253	253
TOTAL OPERATING EXPENSES		3,918	3,918
GAIN (LOSS) FROM OPERATIONS		(3,918)	(3,918)
NONOPERATING REVENUE:			
Sales taxes		2,883	2,883
Interest income			
Retirement plan contribution		293	293
TOTAL NONOPERATING REVENUE		3,176	3,176
NET INCOME (LOSS)		(742)	(742)

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
FINANCIAL STATEMENT DISCLOSURE CHECKLIST

Fiscal Year 2010

OBJECTIVE:

The object of this checklist is to help determine if the form and contents of the financial statements are in conformity with the accounting standards applicable to financial statement basis of accounting.

DISCLOSURE PRINCIPLES:

Note: Management can comply with a disclosure principle by making disclosure in body of financial statements or in the notes accompanying the financial statements. In a compilation engagement, management's election to omit substantially all disclosures applies to all disclosure principles in GAAP financial statements.

	Yes, N/A, No?	If no, state reason (immaterial, estimated, etc.)
FINANCIAL STATEMENT REFERENCES:		
1. Do the financial statements reference footnotes (MD&A) or selected information?	Yes	
GENERAL DISCLOSURES:		
<u>A. Estimates:</u>		
1. General disclosure about use of estimates (MD&A)?	Yes	
2. Disclosure of possible changes in estimates?	Yes	
<u>B. Vulnerabilities do to concentrations in following areas disclosed?:</u>		
1. Customers?	Yes	
2. Suppliers?	Yes	
3. Lenders?	Yes	
4. Products?	Yes	
5. Supply of materials, labor or supplies?	Yes	
6. Location of assets in geographic area?	Yes	
<u>C. Related parties (FASB 57):</u>		
1. Known common control and economic dependency disclosure?	Yes	
2. Known transactions with related parties disclosed?	Yes	
<u>OTHER DISCLOSURE AREAS TO BE CONSIDERED:</u>		
1. Method of consolidations?	Yes	
2. Accounting changes including changes in GAAP and in estimates?	Yes	
3. Business combinations?	Yes	
4. Discontinues operations?	Yes	
5. Going concern?	Yes	

COMMENTS:

Completed by _____

Date _____

Reviewed by _____

Date _____

Cook County Health and Hospitals System

Financial Operations and Statistical Reports
(Non GAAP)

For the Month Ended December 31, 2010

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1. Actual vs. Budget – Cash Receipts
2. Actual vs. Budget – Expenditures
3. Actual vs. Budget – Expenses per Adjusted Patient Days
4. Payer Mix
5. Utilization Factors

**Year-To-Date Cash Receipts
Actual to Budget Comparison by Payer Type**

**John H. Stroger, Jr., Hospital of Cook County
Through December-2010**

Payer Type	Actual	Budget	Variance
Medicaid	\$ 10,048,370	\$ 9,701,784	\$ 346,586
Medicare	3,461,799	3,470,913	(9,114)
Third Party	835,309	1,596,006	(760,697)
Self-Pay	375,251	301,702	73,549
Totals	<u>\$ 14,720,729</u>	<u>\$ 15,070,405</u>	<u>\$ (349,676)</u>

**Provident Hospital of Cook County
Through December-2010**

Payer Type	Actual	Budget	Variance
Medicaid	\$ 692,230	\$ 1,093,884	\$ (401,654)
Medicare	643,699	846,300	(202,601)
Third Party	137,833	335,155	(197,322)
Self-Pay	21,487	8,886	12,601
Totals	<u>\$ 1,495,249</u>	<u>\$ 2,284,225</u>	<u>\$ (788,976)</u>

**Oak Forest Hospital of Cook County
Through December-2010**

Payer Type	Actual	Budget	Variance
Medicaid	\$ 1,164,649	\$ 1,455,235	\$ (290,586)
Medicare	237,196	491,607	(254,411)
Third Party	26,521	73,842	(47,321)
Self-Pay	68,537	1,212	67,325
Totals	<u>\$ 1,496,903</u>	<u>\$ 2,021,896</u>	<u>\$ (524,993)</u>

CCHHS Totals

Through December-2010

Payer Type	Actual	Budget	Difference
Medicaid	\$ 11,905,249	\$ 12,250,903	\$ (345,654)
Medicare	4,342,694	4,808,820	(466,126)
Third Party	999,663	2,005,003	(1,005,340)
Self-Pay	465,275	311,800	153,475
Totals	<u>\$ 17,712,881</u>	<u>\$ 19,376,526</u>	<u>\$ (1,663,645)</u>

The Comptroller's Revenue Report was not
available at the time this report was created.

Cook County Health Facilities
Appropriated Expenditures
Budget and Actual (Non-GAAP Budget Basis) [with TEMPORARY BUDGET #'S]
December 31, 2011

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
STROGER HOSPITAL			
Salaries and wages	29,267,960	27,201,920	(2,066,040)
Supplies	6,675,336	5,672,772	(1,002,564)
Purchased svcs, rental & other	2,233,037	5,139,690	2,906,653
Utilities	17,342	1,157,730	1,140,388
Total	<u>38,193,675</u>	<u>39,172,112</u>	<u>978,437</u>
OAK FOREST HOSPITAL			
Salaries and wages	4,448,708	4,626,984	178,276
Supplies	211,634	540,236	328,602
Purchased svcs, rental & other	318,498	1,001,892	683,394
Utilities	3,307	286,313	283,005
Total	<u>4,982,147</u>	<u>6,455,425</u>	<u>1,473,278</u>
PROVIDENT HOSPITAL			
Salaries and wages	3,570,489	4,564,525	994,036
Supplies	70,985	650,998	580,013
Purchased svcs, rental & other	402,225	2,026,207	1,623,982
Utilities		196,688	196,688
Total	<u>4,043,699</u>	<u>7,438,417</u>	<u>3,394,719</u>
BUERAU OF HEALTH			
Salaries and wages	3,351,951	3,421,112	69,160
Supplies	1,654,112	5,142,692	3,488,580
Purchased svcs, rental & other	5,533,726	7,026,751	1,493,024
Utilities		0	-
Total	<u>10,539,790</u>	<u>15,590,555</u>	<u>5,050,764</u>
DEPT OF PUBLIC HEALTH			
Salaries and wages	709,842	1,057,657	347,814
Supplies	55,983	23,687	(32,296)
Purchased svcs, rental & other	141,832	328,415	186,582
Utilities	2,980	8,918	5,938
Total	<u>910,638</u>	<u>1,418,676</u>	<u>508,039</u>
CERMAK			
Salaries and wages	2,783,765	2,935,194	151,429
Supplies	70,346	100,185	29,839
Purchased svcs, rental & other	114,998	414,500	299,502
Utilities		0	-
Total	<u>2,969,109</u>	<u>3,449,879</u>	<u>480,769</u>
GRAND TOTAL			
Salaries and wages	44,132,716	43,807,391	(325,325)
Supplies	8,738,397	12,130,571	3,392,174
Purchased svcs, rental & other	8,744,316	15,937,455	7,193,139
Utilities	23,629	1,649,648	1,626,019
Total	<u>61,639,058</u>	<u>73,525,064</u>	<u>11,886,007</u>

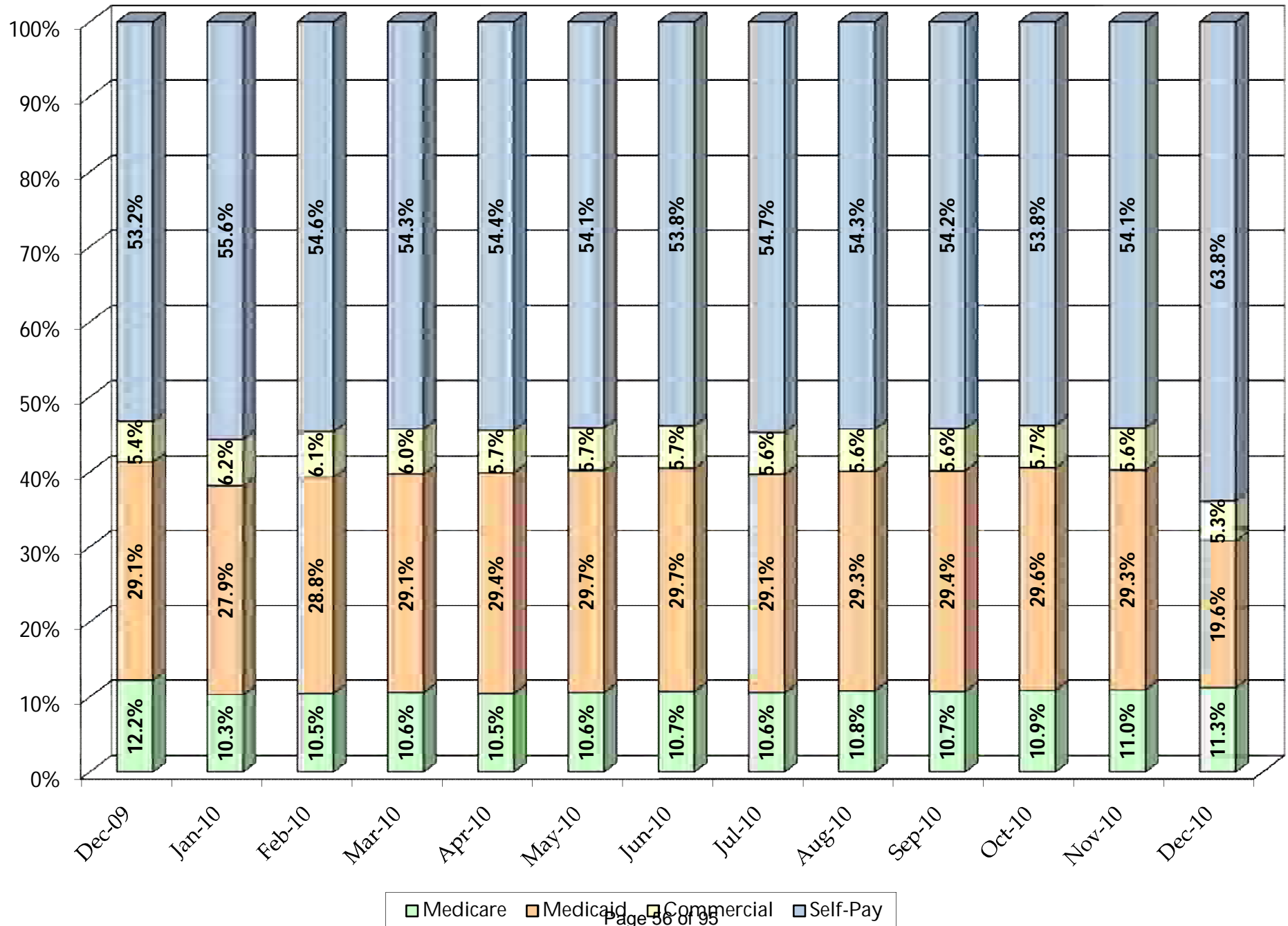
**Cook County Health Facilities
System Expenses per Adjusted Patient Days
Budget and Actual (Non-GAAP Budget Basis)
As of December 31, 2010**

<u>Institution</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Stroger	\$ 4,697	\$ 4,137	-13.54%
Oak Forest	\$ 3,529	\$ 4,388	19.59%
Provident	\$ 3,721	\$ 5,013	25.77%

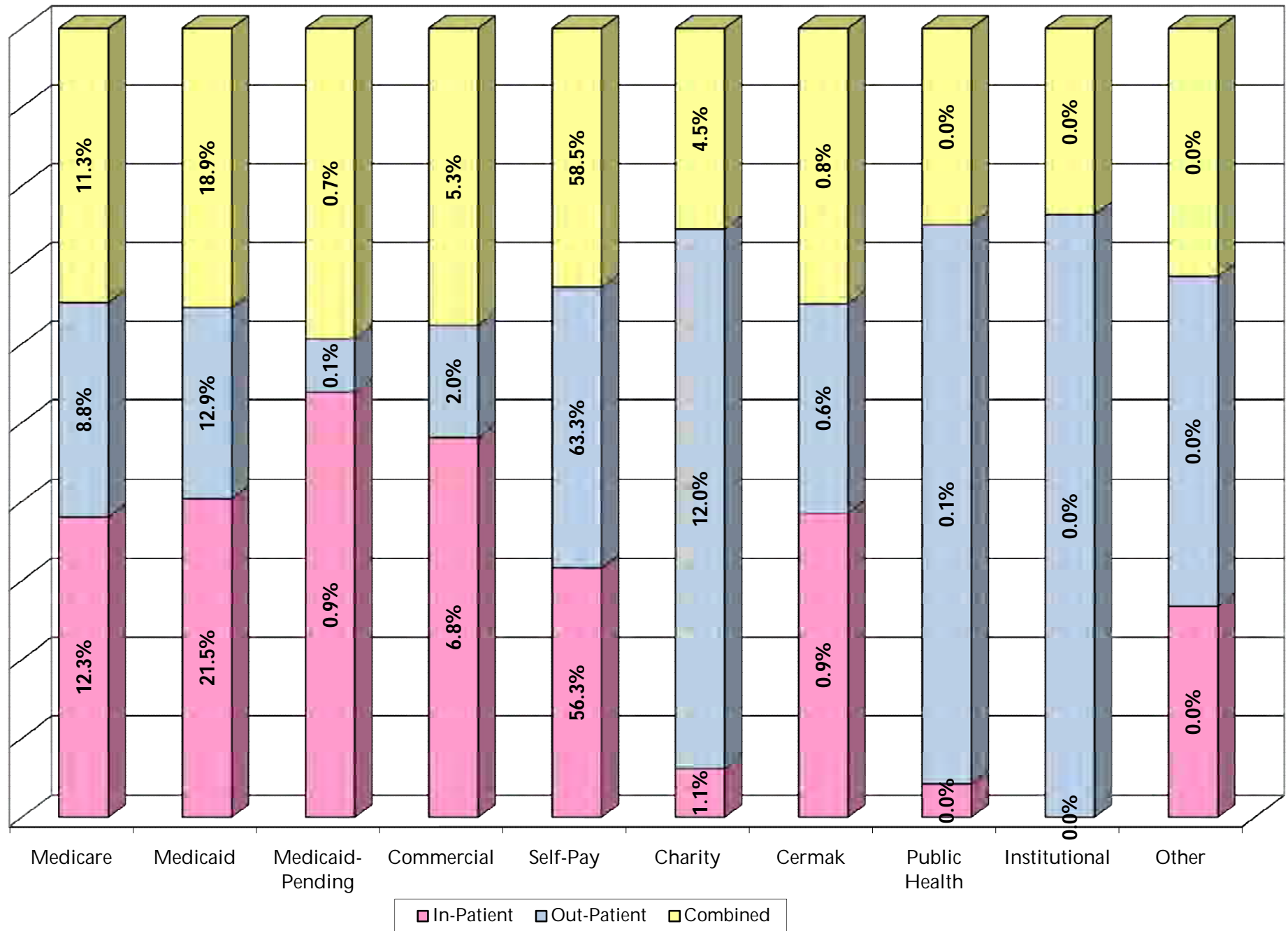
IP And OP Combined Payer Mix Comparison

Cook County Health And Hospitals System

Prior 13 Months Ending December-2010



Cumulative CCHHS IP, OP, And Combined Payer Mix - December - 2010



CCHHS Utilization Factors

December-2010

Admissions

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	235	214	21	73	79	(6)	26	33	(7)	334	326	8
Medicaid	380	846	(466)	37	117	(80)	27	75	(48)	444	1,038	(594)
Medicaid-Pending	16	-	16	-	-	-	-	-	-	16	-	16
Commercial	50	131	(81)	11	19	(8)	5	2	3	66	152	(86)
Self-Pay	1,164	825	339	171	99	72	158	121	37	1,493	1,045	448
Charity	74	-	74	2	-	2	42	-	42	118	-	118
Cermak	36	-	36	-	-	-	1	-	1	37	-	37
Workmens' Compensation	1	-	1	-	-	-	-	-	-	1	-	1
Total Admissions	1,956	2,016	(60)	294	314	(20)	259	231	28	2,509	2,561	(52)

Patient Days

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	1,090	1,044	46	327	323	4	279	201	78	1,696	1,568	128
Medicaid	2,036	4,134	(2,098)	132	478	(346)	380	455	(75)	2,548	5,067	(2,519)
Medicaid-Pending	66	-	66	-	-	-	-	-	-	66	-	66
Commercial	439	640	(201)	48	77	(29)	13	13	-	500	730	(230)
Self-Pay	5,476	4,027	1,449	589	404	185	1,098	737	361	7,163	5,168	1,995
Charity	226	-	226	8	-	8	119	-	119	353	-	353
Cermak	126	-	126	-	-	-	9	-	9	135	-	135
Workmens' Compensation	12	-	12	-	-	-	-	-	-	12	-	12
Total Patient Days	9,471	9,845	(374)	1,104	1,282	(178)	1,898	1,406	492	12,473	12,533	(60)

Adjusted Patient Days

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	1,554	1,787	(233)	600	576	24	403	370	33	2,557	2,733	(176)
Medicaid	2,905	7,078	(4,173)	241	854	(613)	549	836	(287)	3,695	8,768	(5,073)
Medicaid-Pending	94	-	94	-	-	-	-	-	-	94	-	94
Commercial	626	1,096	(470)	88	137	(49)	19	24	(5)	733	1,257	(524)
Self-Pay	7,809	6,894	915	1,080	721	359	1,588	1,355	233	10,477	8,970	1,507
Charity	322	-	322	15	-	15	172	-	172	509	-	509
Cermak	180	-	180	-	-	-	13	-	13	193	-	193
Workmens' Compensation	17	-	17	-	-	-	-	-	-	17	-	17
Total Adjusted Patient Days	13,507	16,855	(3,348)	2,024	2,288	(264)	2,744	2,585	159	18,275	21,728	(3,453)

Average Length of Stay

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital - Acute			Oak Forest Hospital - Rehabilitation		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	6.7	5.0	1.7	5.2	4.0	1.2	6.3	6.9	(0.6)	25.0	15.2	9.8
Medicaid	7.2	5.0	2.2	3.6	4.0	(0.4)	10.4	6.9	3.5	18.3	15.2	3.1
Medicaid-Pending	4.1	5.0	(0.9)	-	-	-	-	-	-	-	-	-
Commercial	9.3	5.0	4.3	4.3	4.0	0.3	2.6	6.9	(4.3)	-	-	-
Self-Pay	4.5	5.0	(0.5)	3.8	4.0	(0.2)	6.0	6.9	(0.9)	16.3	15.2	1.1
Charity	4.0	5.0	(1.0)	3.0	4.0	(1.0)	3.3	6.9	(3.6)	-	-	-
Cermak	3.9	5.0	(1.1)	-	-	-	-	-	-	-	-	-
Workmens' Compensation	-	-	-	-	-	-	-	-	-	-	-	-
Overall Average LOS	5.4	5.0	0.4	4.2	4.0	0.2	5.7	6.9	(1.2)	17.0	15.2	1.8

CCHHS Utilization Factors
Emergency Room Visits - December-2010

Stroger Hospital

Payer Type	Patients Treated And Released	Admissions From ER	ER Elopes	Total Visits
Medicare	347	202	43	592
Medicaid	946	212	87	1,245
Medicaid-Pending	1	10	-	11
Commercial	164	34	11	209
Self-Pay	4,574	861	723	6,158
Charity	1,993	73	295	2,361
Cermak	43	31	2	76
Public Health	14	-	-	14
Institutional	17	-	1	18
Workmens' Compensation	9	1	-	10
Totals	8,108	1,424	1,162	10,694
			Budget	9,712
			Variance	982

Provident Hospital

Payer Type	Patients Treated And Released	Admissions From ER	ER Elopes	Total Visits
Medicare	150	71	18	239
Medicaid	215	36	48	299
Medicaid-Pending	1	-	-	1
Commercial	50	11	11	72
Self-Pay	1,866	163	319	2,348
Charity	74	2	22	98
Cermak	-	-	-	-
Public Health	-	-	-	-
Institutional	3	-	-	3
Workmens' Compensation	-	-	-	-
Totals	2,359	283	418	3,060
			Budget	2,648
			Variance	412

Oak Forest Hospital

Payer Type	Patients Treated And Released	Admissions From ER	ER Elopes	Total Visits
Medicare	72	18	3	93
Medicaid	101	12	14	127
Medicaid-Pending	-	-	-	-
Commercial	32	5	2	39
Self-Pay	1,368	115	218	1,701
Charity	456	35	44	535
Cermak	-	-	-	-
Public Health	-	-	-	-
Institutional	-	-	-	-
Workmens' Compensation	1	-	-	1
Totals	2,030	185	281	2,496
			Budget	2,616
			Variance	(120)

System Total

Payer Type	Patients Treated And Released	Admissions From ER	ER Elopes	Total Visits
Medicare	569	291	64	924
Medicaid	1,262	260	149	1,671
Medicaid-Pending	2	10	-	12
Commercial	246	50	24	320
Self-Pay	7,808	1,139	1,260	10,207
Charity	2,523	110	361	2,994
Cermak	43	31	2	76
Public Health	14	-	-	14
Institutional	20	-	1	21
Workmens' Compensation	10	1	-	11
Totals	12,497	1,892	1,861	16,250
			Budget	14,976
			Variance	1,274

Note:

ER Elopes are patients who left without being seen by a physician.

CCHHS Utilization Factors
Cumulative Emergency Room Visits Through December-2010

Stroger Hospital

Payer Type	Patients Treated And Released	Admissions From ER	ER Elopes	Total Visits
Medicare	347	202	43	592
Medicaid	946	212	87	1,245
Medicaid-Pending	1	10	-	11
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Provident Hospital

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Medicare	150	71	18	239
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Cermak	-	-	-	-
Public Health	-	-	-	-
Institutional	3	-	-	3
Workmens' Compensation	-	-	-	-
Totals	2,359	283	418	3,060
			Budget	2,648
			Variance	412

Oak Forest Hospital

Payer Type	Patients Treated And Released	Admissions From ER	ER Elopes	Total Visits
Medicare	72	18	3	93
Medicaid	101	12	14	127
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Self-Pay	1,368	115	218	1,701
Charity	456	35	44	535
Cermak	-	-	-	-
Public Health	-	-	-	-
Institutional	-	-	-	-
Workmens' Compensation	1	-	-	1
Totals	2,030	185	281	2,496
			Budget	2,616
			Variance	(120)

System Total

Payer Type	Patients Treated And Released	Admissions From ER	ER Elopes	Total Visits
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Workmens' Compensation	10	1	-	11
Totals	12,497	1,892	1,861	16,250
			Budget	14,976
			Variance	1,274

Note:

ER Elopes are patients who left without being seen by a physician.

CCHHS Utilization Factors
ACHN Clinic Visits

ACHN Clinic Visits - December-2010

	Actual	Budget	Variance
FANTUS / STROGER SCC CAMPUS	31,247	35,808	(4,561)
WEST CLUSTER	5,594	6,598	(1,004)
SOUTH CLUSTER	5,313	5,900	(587)
SOUTH SUBURBAN CLUSTER	4,350	5,335	(985)
Total ACHN Visits	46,504	53,641	(7,137)

Cumulative ACHN Clinic Visits Through December-2010

	Actual	Budget	Variance
FANTUS / STROGER SCC CAMPUS	31,247	35,808	(4,561)
WEST CLUSTER	5,594	6,598	(1,004)
SOUTH CLUSTER	5,313	5,900	(587)
SOUTH SUBURBAN CLUSTER	4,350	5,335	(985)
Total ACHN Visits	46,504	53,641	(7,137)

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
March 25, 2011

ATTACHMENT #5

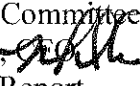
March 2011 Emergency Purchases

Ref	Vendor	Service	Supply/Service	Reason for Selection	Amount
1	Edwards Lifesciences	Cardiothoracic supplies: valves, rings, stents and accessories	Supplies needed pending compliance review of new contract	Vendor is the sole manufacturer and distributor	\$90,000.00
2	Innovative Medical Devices	Surgical supplies, oxygenators	Supplies needed to perform coronary bypass surgeries	Vendor is the sole distributor	\$24,900.00
3	Illinois Battery Mfg	12 Volt deep cycle batteries	Batteries needed for floor scrubber machines no longer rented and stock not previously required	Lowest quotation meeting specifications	\$4,800.00
4	Johnson Controls Inc	Testing; West Main Transformer	Inspection results determined further testing was needed	Vendor holds main contract	\$3,304.00

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
March 25, 2011

ATTACHMENT #6

Memorandum

To: CCHHS Finance Committee
From: Michael Ayres, 
Subject: March CFO Report
Date: March 21, 2010

PWC Update

Transformation Economic Plan

Exhibit I is the CCHHS -- Transforming Our System through Growth and Efficiency Performance Improvement Update through March 25, 2011. This material has been prepared by PWC as part of their monthly reporting to the organization.

Slide 3 is the Transformation Economic Plan through February 28, 2011. The schedule identifies the seven primary work streams with two views -- 24 months or total project and calendar 2011. Each work stream shows the value proposition 24 months compared to the actual benefits obtained through the reporting period and the budget for calendar year 2011 compared with the actual benefits achieved. Two of the work streams -- Public Health and Cermak -- do not have any anticipated value. The other five work streams, however, are the primary focus of the projects efforts.

Through February, we have achieved approximately \$75 million in benefits against the project target of \$313.8 million; for calendar 2011 the benefit is \$33.0 million against a budget of \$100 million. The majority of this benefit has been obtained through the revenue cycle activity which has been the main point of emphasis throughout the organization.

Transformation Benefits Dashboard

Slide 4 is the Transformation Benefits Dashboard and presents a slightly different view of the projects status. The gray bars for each initiative shows the anticipated monthly benefit while the arrows represent the actual benefits achieved to date. The Revenue Cycle was anticipated to have \$16.2 million in benefit through February but has achieved \$70 million. The green bar implies that there is \$76.8 million of benefit achieved but \$6.8 million has not yet been confirmed. The Supply Chain was anticipated to have achieved \$21.4 million but by February had only accomplished \$5 million which has not yet been validated. The other work streams have active planning underway with identified areas of benefit and are currently in the implementation stages.

Physician Charge Capture and Education

Exhibit II is the Physician Charge Capture and Education Initiative as of March 17, 2011. The presentation summarizes where CCHHS stands on registering physicians in the

PECOS system, the status of the contract with McKesson for physician billing services and the process being made in physician education and training.

PECOS Approval Tracking

In order to bill Medicare, each physician must be enrolled in the PECOS database and very few of the CCHHS physicians had active status with the program. In November 2010 an initiative was launched with applications for 818 physicians submitted to the intermediary. As of March 18, 466 or 57% of the applications had been approved. In addition, approximately 112 additional applications have been submitted for new physicians joining medical staff. We continued to commit significant resource to ensuring that there is appropriate follow-up with any questions asked from the approval agency.

Physician Billing Model and Vendor Contracting Status

McKesson has been selected as the winning vendor from an RFP process to identify the appropriate resource for the physician billing services. This is an activity that cannot be easily or efficiently performed by CCHHS and needs to be outsourced in its entirety including charge capture, coding, documentation, billing and follow collections. We are currently in the final process of negotiating the contract and obtaining the appropriate clearances through the legal and corporate compliance and anticipate the contract will be before Governance in its April cycle.

Physician Education and Training

PWC has completed approximately 13 baseline training sessions within CCHHS including approximately 314 physicians out of 824 who are anticipated to be eligible to bill for their services. The baseline training will continue and then be augmented by the specific McKesson training once the contract is approved and implementation has begun.

Estimated Physician Fee Revenue

The calculation to determine the potential revenue to be generated from professional services has been complicated by the absence of historical data showing the frequency and type of services provided by attending physicians. This was the result of the combined billing arrangements with Medicare and Medicaid, the complexity of performing physician charge capture, documentation and billing activities and the belief that since the majority of patients were self-pay the revenue would not be sufficient to justify the effort. Over the last four months studies were performed to identify a baseline of how much revenue is potentially available with active physician billing. Based on the findings, we estimate physician revenue on current fee-for-service patients is approximately \$11.7 million per year. This assumes that we make no change in the Medicare or Medicaid contractual agreements currently in effect. By converting Medicare from the current cost formulas to fee-for-service schedules, it is estimated that reimbursement would increase by an additional \$6.6 million to \$18.2 million. The next

step would be the conversion of our current fixed-price contract with Medicaid to fee-for-service. While there is a very modest increase in the potential revenues, the estimates are clouded by the complexity of the reimbursement formulas in the processes the state uses to determine our cost. Furthermore, the changing relationship acquire significant negotiations with the state.

We are currently working toward the implementation of the billing system with McKesson and immediately began billing under the existing fee-for-service formulas. Once this process have stabilized and then tested, we will reevaluate the benefits of converting to fee-for-service with Medicare.

PWC Invoice Payment

Schedule A is the CCHHS Revenue Cycle Benefit Summary identifying the PWC with cumulative project cash received between August 17, 2010 and February 28, 2011. The total benefit is \$70.017 million. Applying the 16% payment ratio, PWC has earned \$11.2 million in fees. Today, PWC has been paid \$7.5 million and have submitted invoices for December and January totaling \$5 million. Management proposes to pay the December invoice based on the February cumulative benefits. If the March cumulative benefits exceed \$78.2 million we will process the January invoice.

Chamberlin Edmonds Update

Eligibility Services Update month ending February 2011

The February adjudicated accounts inventory grew by 350 claims of which 233 were inpatient and 117 outpatient. The total unadjusted applications increased by 106 claims to 14,180 with federal claims decreasing by 24 and state increasing by 130. Accounts approved and converted to cash improved to 16% in February compared to 8% in January. The average remittance, however, decreased approximately \$1,000 per claim in February as a result of fewer payments of claims over \$100,000. Total remittance increased to \$7.5 million in February on higher remitted volumes.

The number of approved but unpaid accounts has increased each month from July 2010 and has now reached 1,819 accounts with the growth in the application inventory now totaling 14,180. In addition to the growth in applications inventory we are starting to see applications that have been unprocessed for over a year. Once this occurs, it is unlikely that the state will process the application resulting in the anticipated revenue for that period being lost. To compound the problem, the federal government is starting the process of decreasing the match rate for Medicaid payments which will decrease the net reimbursement received by the health system. Based on the February claims inventory, the decline in the FMAP on the net receivable is approximately \$10.1 million. We will keep you posted on the process of attempting have our application is approved, accounts paid and the impact of the FMAP changes.

Interagency Agreement Status

As of Tuesday, March 22, the interagency agreement had been approved by the County Commission and signed by chairman Batts. As soon as it is signed by Pres. Preckwinkle it will be given to the state for execution. Once agreed to, CCHHS will immediately authorized the use of overtime for state employees while the process of identifying, training and locating the staff is underway.

Revenue Report

CCHHS Patient Cash Summary

Schedule B is the CCHHS Patient Cash Summary for the period ending February, 2011. The decline in collections for November, December and January were the result of claims submission delays caused by the migration to the single Siemens platform on December 1, 2010. This change had a material impact on the speed with which claims could be completed because each account required an independent review to ensure its compliance and accuracy. On January 1, 2011, we implemented the price increase which delayed claims submission for approximately 10 days to allow for claims correction. Revenues from this period are not lost -- rather delay. The budget anticipated a sharp increase in collections in February but did not anticipate the claims processing slowdown from Medicaid (the largest payer) and continued delay in application approvals. Collections begin to recover in February and March's are in track to exceed budget. I will have collections through March 23 for the Finance Committee meeting on Friday.

Medicaid Approved Account and Return Visits Study

Schedule C is an analysis of the repeat visits to a CCHHS facility after a self-pay patient qualifies for Medicaid. The analysis covers the approval and visits between January 2010 and February 2011. Of the 2,832 approved accounts, 52.2% returned to a CCHHS facility for their first follow-up visit; 38.6% returned for a second repeat visit and 33.4% returned for the third repeat visit. This data argues against previous assumption that patients were not returning a system facility after they obtain their Medicaid benefits. We are expanding the study to look at both location and clinical service provide.

2011 Budget Update

The County is still defining the Shutdown/furlough Day Program. We have submitted a listing of the "essential positions" that would have to operate on a shutdown Day using Christmas day for the staffing schedule. Subsequently, the County asked for all employee's that would be assigned to essential positions. As yet, we are uncertain as to who is included in shutdown and furlough days and have been unable to calculate the economic implications of the program.

Based on the final budget amendments, our anticipated 2011 revenues have increased by \$39 million to \$631 million. There were relatively minor changes in expense and we are currently waiting for the impact of the shutdown/furlough Day program to calculate our final appropriations. During the budgeting process we identified approximately \$22 million worth of expense reductions that had not been allocated to out the system. Within the next 30 days management will assign the reductions.

Our current challenge lies with the potential challenge in meeting the budget given delays in the implementation of strategic plan and changes in Oak Forest and Provident; delays in the transformation work anticipated and the uncertainty of the recent CON Board decision to delay approval of the restructuring at Oak Forest Hospital. Management is actively developing plans to keep the budget within the approved parameters. We will have a better understanding of the remedial actions required as there is clarification on these issues.

File: MDA\documents\board material\finance committee 2011\March\March CFO report

CCHHS – Transforming Our System Through Growth and Efficiency Performance Improvement Update

Cook County Health and Hospitals System

March 25, 2011

Exhibit I



Agenda

- Performance Improvement Economic Plan
- Accomplishments Update
- Next Steps
- Challenges

Transformation Economic Plan

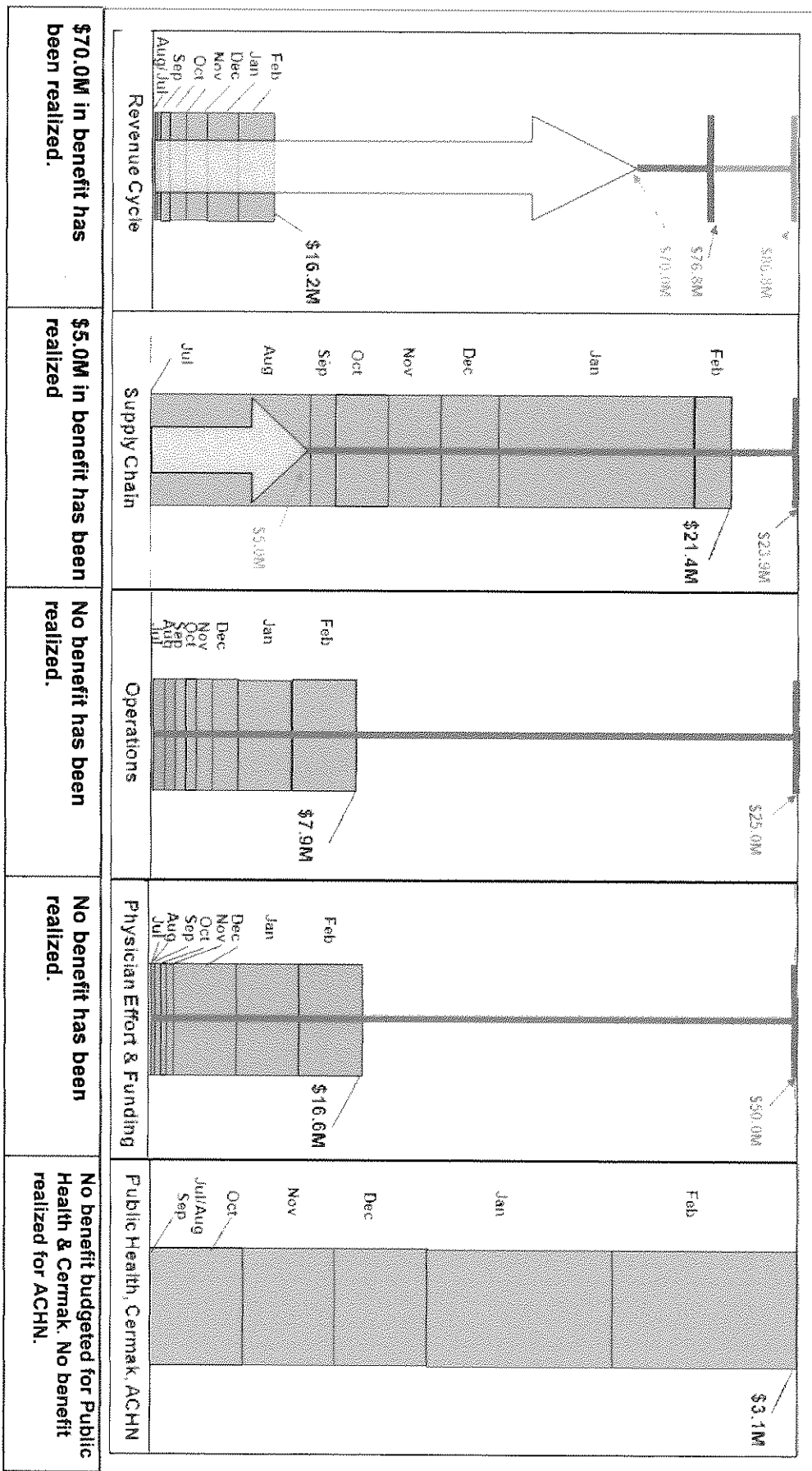
Key Challenges to Driving Organizational Change

		24 MONTH VIEW		FY2011 VIEW	
Workstream	24 Month Value Proposition	Cumulative Benefit Through 2/28/11	Budgeted FY2011 TARGETED BENEFIT ¹	ACTUAL FY2011 Benefit 3 Months Through 2/28/11	
Revenue Cycle	\$150M	\$70.0M	\$67M	\$28M	
Operations	\$30M	\$0M	\$5M	\$0M	
Public Health	\$0M	\$0M	\$0M	\$0M	
Centrix	\$0M	\$0M	\$0M	\$0M	
Support Center	\$41.5M	\$5.0M	\$8M	\$5M	
ACHN	\$15.8M	\$0M	\$0M	\$0M	
Physician Effort and Funding	\$76.5M	\$0M	\$20M	\$0M	
Total	\$313.8M	\$75.0M	\$100M	\$33M	

¹ Budgeted target for FY2011 as provided in final approved CCHHS budget.

Transformation Benefits Dashboard - Overall

Progress Status vs. Plan - As of February 28th, 2011



All dollar amounts are in Millions.



- Shading indicates budgeted benefit goal



- Green hash indicates total benefit confirmed but not yet realized



- Blue arrow indicates actual benefit achieved



- Yellow hash indicates total benefit with confirmation in progress but not yet realized

Accomplishments Update

Revenue Cycle

- Continued focus on high impact net revenue and cash efforts. As of 2/28/11, the cumulative posted collections from these efforts exceed \$69M.
- Collected \$1.5M in retroactive chemotherapy drug billings; transitioned ongoing coding and billing to CCHHS.
- Increased Pharmacy Outpatient gross revenue by \$7M since October 2010.
- Added Operating Room implants to Charge Description Master (CDM) resulting in increased gross revenue by \$3.5M and transitioned to CCHHS.
- Automated charge capture for 60% of Emergency Department (ED) charges resulting in increased gross revenue of \$4M to date, not previously realized.
- Added charges to CDM resulting in an increased average monthly charge per ED encounter from \$225 to \$325.

Operations

- Developed a resource pool to support patient care delivery. These resources will be utilized during staffing shortages to manage patient care areas and over time.
- Developed infrastructure to support case management and facilitate patient throughput to ensure appropriate level of care.
- Implemented interdisciplinary daily team meetings to coordinate planned and actual discharges and admissions. This allows discharges and assigned beds to occur earlier in the day improving patient access.
- Identified and developing immediate plan to minimize \$17M in overtime, and \$8M in agency costs.

Accomplishments Update

Physician Effort & Funding

- The faculty effort survey was used to determine the level of physician effort associated with undergrad medical education (UME) and graduate medical education programs. The result of this survey was the identification of approximately \$2M per year of un-reimbursed cost related to UME rotations of the primary affiliate Rush Medical Center. The survey was also used to benchmark and estimate clinical productivity for physicians system-wide.
- Developed a business plan for grants to facilitate and support identified growth opportunities in sponsored programs for CCHHS. This business plan includes an opportunity to double grant funding in 3 to 5 years, representing an increase of \$50M annually.
- We have \$110M in identified grants targeted for application.
- Developed framework for implementing Centers of Excellence for Cardiovascular, Diabetes, Geriatrics and Wound care services system-wide.

Supply Chain

- Renegotiated GPO Agreement with guaranteed savings of \$18M in implemented savings over 2 years.
- Successfully paid Amerisource Bergen (AB) within 22 days, thus increasing cost minus to 4.15% and annual savings of \$330K. Revised relationship and targeted benefit for CCHHS being developed by AB.
- Approved the purchase of a Contract Management System which will provide a centralized, electronic means to manage contracts.

Accomplishments Update

Recruitment, Retention & System-wide Compensation

- 40.8% of System employees responded to the employee engagement survey. Results will be made available to the System beginning next week and will help shape the transformation process going forward.
- A compensation assessment and salary survey have been conducted and the design of a compensation structure for the System is in process. This will enable the implementation of a System-wide compensation philosophy.

ACHN

- Establishing future state clinic operating standards incorporating general and specialty specific needs (surgical vs. primary care) to include care delivery, patient services, customer service, facilities, equipment, and staffing.
- Developed a roadmap to address operational inefficiencies, including capacity and support staff allocation, for the General Medicine Clinic, Orthopedic Clinic and Ambulatory Surgery Center.
- Developed clinic volume tracking tool to measure increase in patients seen.

Public Health

- The CCDPH leadership engaged in a full day planning session to provide input on the strategic goals.
- The Steering Committee used the input from an employee survey and the leadership retreat to develop core strategic goals and refine objectives for each of the goals.

Next Steps

- Transition project teams to implementation of the “sustainable” future state CCHHS.
- Successful recruitment and placement of over 250 permanent CCHHS staff in the interim roles and key management and operations roles.
- Stabilize the technology infrastructures supporting both current operations and enhancing the information technology infrastructure to support future state CCHHS by July 1.
- Finalize Cerner and Siemens application enhancements and ensure stability of applications and network/response time by July 1.
- Begin implementation of new IT systems and associated process improvements associated with DataPros Contract Management Solution and Edict PO/Invoicing portal.
- Collaborating with current infrastructure in ensuring clean claim rate and timely submittal of claims. There are opportunities to improve organization-wide accuracy in data capture and processes.
- Purchase, install and implement KRONOS system for Labor and Productivity.

Challenges

- Collaborating with current infrastructure in ensuring clean claim rate and timely submittal of claims. There are opportunities to improve organization-wide accuracy in data capture and processes.
- There are systematic processes (hospital wide and county wide) that may delay the cash collections cycle and impact the statement of an accurate Accounts Receivable. Recent analysis estimates there are 104,436 accounts for \$41,692,810 in the AR that are uncollectable (greater than 730 days/2 years) and remain unresolved. This congests workflow in efforts to collect the more viable accounts receivable.
- Need to develop and enhance the caliber of PFS departmental management and staff via reporting, quality and performance standards.
- RFP/Vendor Contracting Delays - 8 contracts in process.
- Delayed implementation of sustainable standardized future state process improvements:
 - Infrastructure Misalignment:
 - Tools exist; however, they are not built to support use of full functionality
 - Processes not standardized
 - Overall IT application functional deficiencies (additional IT design and building required in both Cerner and Siemens to support transformation)

Challenges continued

- Medicaid application approval processing delays impacting cash flow - over 16,000 applications (8,900 outpatient and 8,000 inpatient) valued at approximately \$50M net to the health system.
- Job Classifications and job grades for staff level need to be aligned with Vision 2015 (e.g. centralized models around patient access, HIM, patient accounting): currently inhibited by aged union contracts.
- Decentralized supply chain management functions throughout CCHHS add complexities and additional time required for strategic sourcing and materials management operations.
- Due to the ineffective launch of Taleo a significant amount of time was lost resulting in the recruiting needs of the hospital not being met.
- Currently over 25 vacant positions in revenue cycle directors and middle management.
- Patients continue to obtain services from CCHHS during the Medicaid eligibility approval process; however, following the approval approximately 52% of patients return a second time and 38% return a third time to seek services at CCHHS.

Physician Charge Capture & Education Initiative

March 17, 2011

Exhibit II

This information has been prepared solely for the use and benefit of CCHHS and is not intended for reliance by any other person. V.3.031711

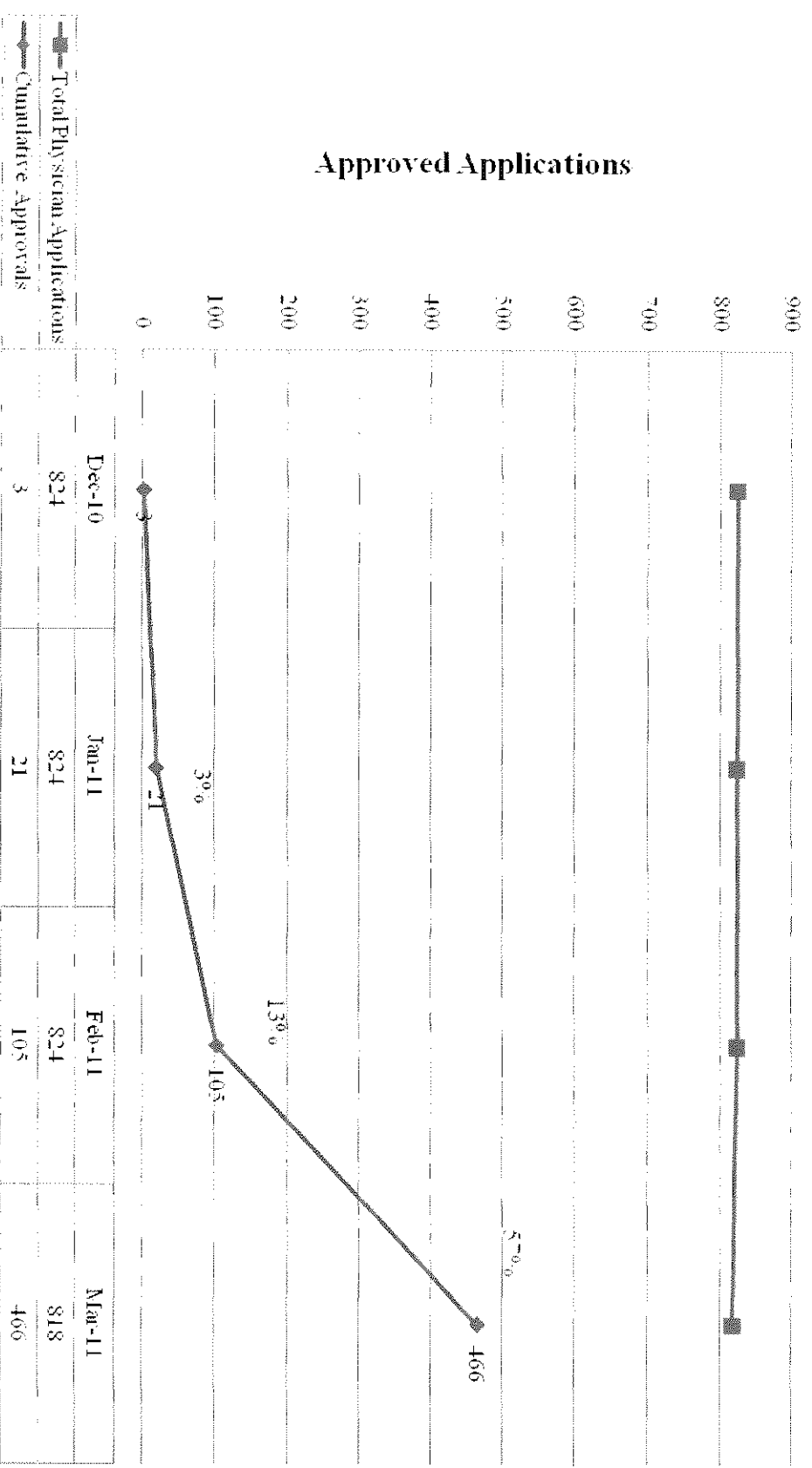


Overview

- CCHHS professional services billing current state:
 - PECOS Enrollment
 - McKesson Contract
 - Physician Education & Training

CCHHS Revenue Cycle Transformation Physician Billing PECOS Enrollment

PECOS APPROVAL TRACKING - 03/18/11



Vendor Contract Status

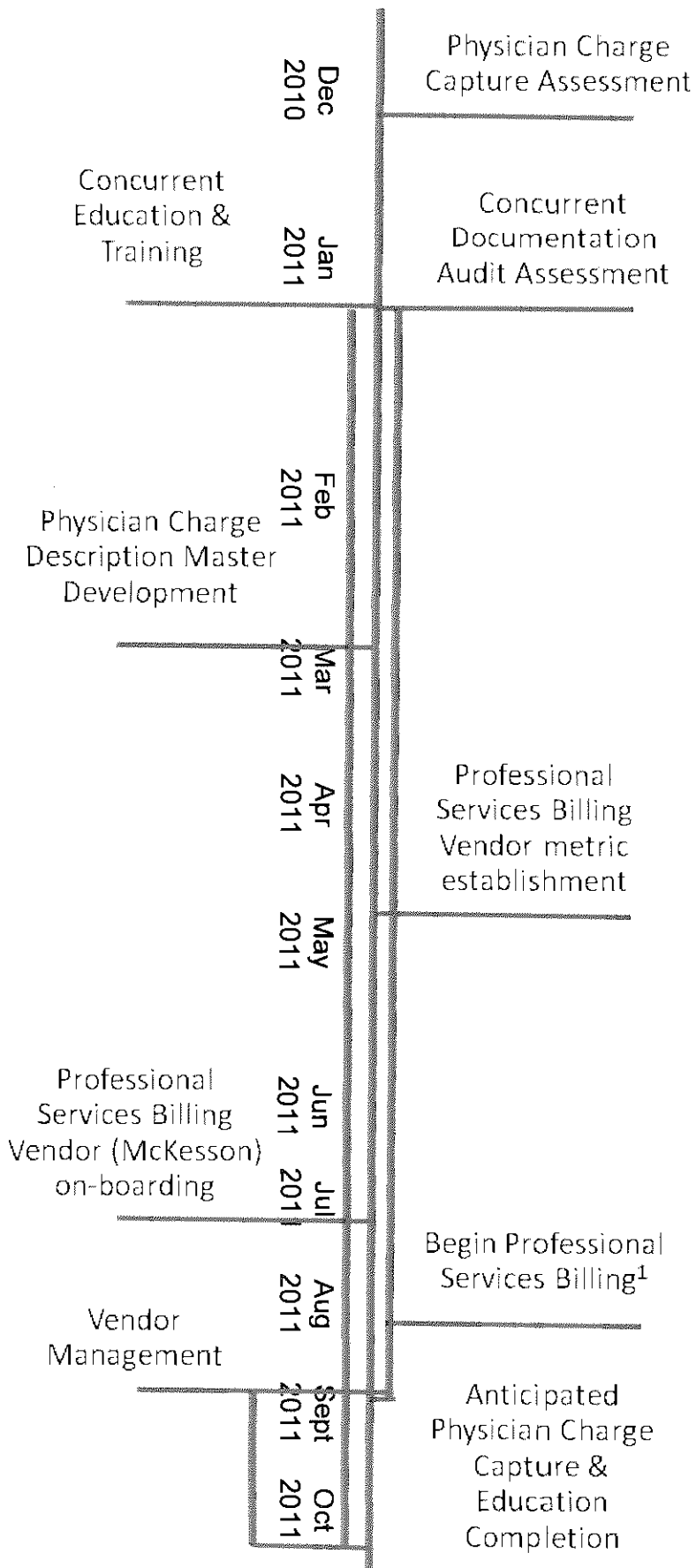
- Pending edits from CCHHS leadership
- Review and refinement of pricing by McKesson
- CCHHS Legal Clearance
- Contract Compliance
- Pending approval from Finance Committee
 - Physician Billing Contract approval preliminary listed on April 2011 Board Agenda
 - Board Meeting scheduled for 4/30/11
- McKesson CCHHS ED site visit conducted March 16, 2011 (overview to support pricing refinement)
 - Clinical Operations site visit scheduled for March 23, 2011

Physician Education & Training

- Conducted approximately a total of 13 baseline sessions in the following areas:
 - Emergency Department
 - Trauma
 - OB/GYN
 - Pain Medicine
 - Gastroenterology
 - Family Medicine Maternal Child Health
 - Family Medicine (General)
 - Internal Medicine
 - Neurology
- Physicians trained as of March 18, 2011 approximately:
 - 314* out of 824

**Includes number of physicians scheduled to attend training through March 17-18, 2011. Number may vary depending on attendance.*

CCHHS Physician Charge Capture & Education Timeline



Footnote:

¹ Billing start date is dependent on McKesson contract execution. It will take approximately 10-12 weeks upon contract execution to generate professional services bills. If contract is approved during April 2011 Board Meeting, Professional Services billing would commence approximately August 2011.

Contract Dependencies:

1 – Approval from CCHHS contract compliance, 2-Approval from CCHHS Legal, and 3 – Board Approval

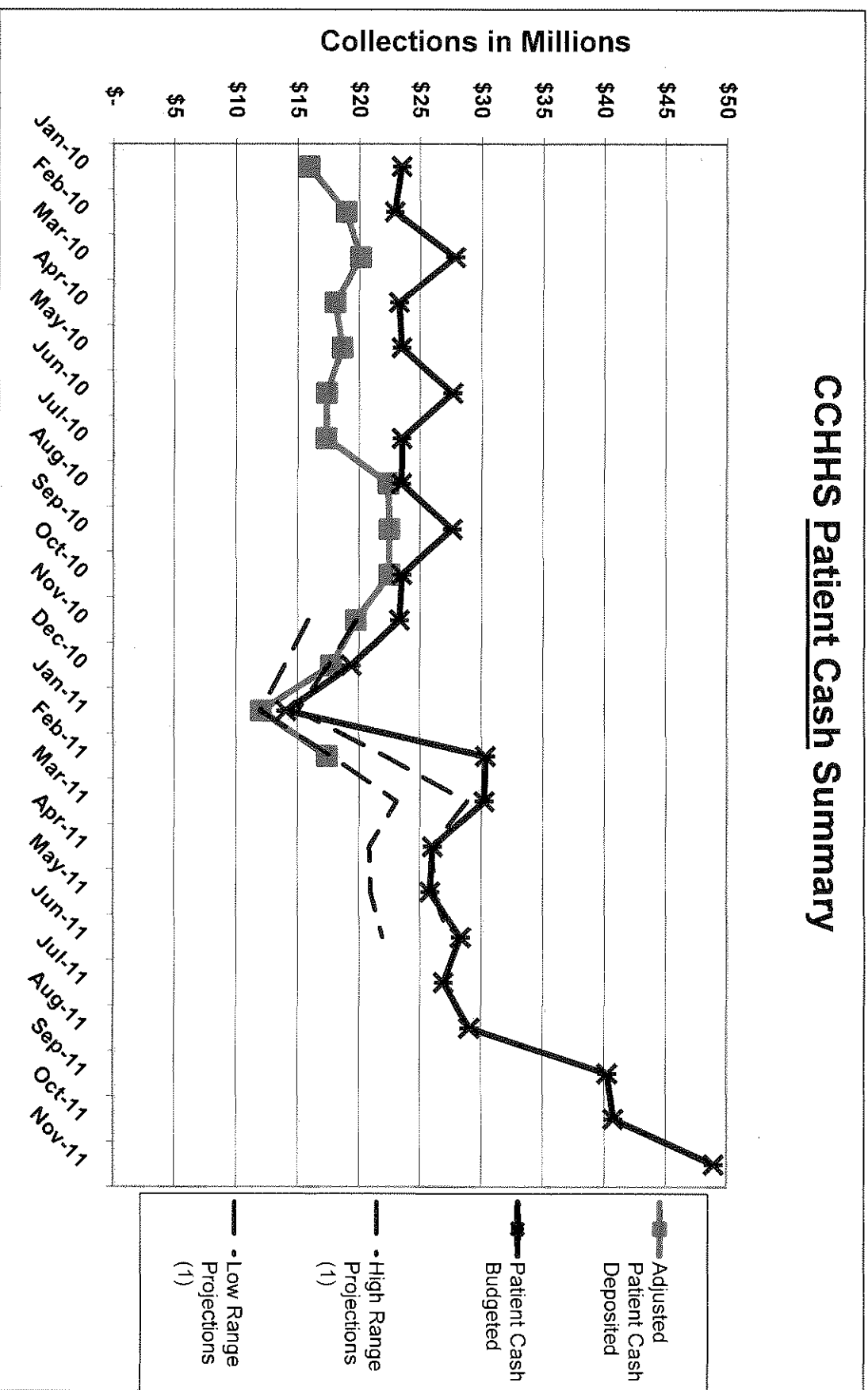
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CCHHS Patient Cash Summary



1. Projections based on billed volume through 3/11/11 using 60 day rolling average of projected cash per business day
2. Decrease in Dec cash due to claims delay impact from Siemens migration effective 12/1/10.
3. Incremental decrease in January due to claims delay impact from 1/1/11 price increase implementation.
4. Deposits expected to rebound in Feb, Mar, and April
5. Nov 2011 increase reflects expected Medicaid retroactive rate update; timing of payment is dependent on state resolution.

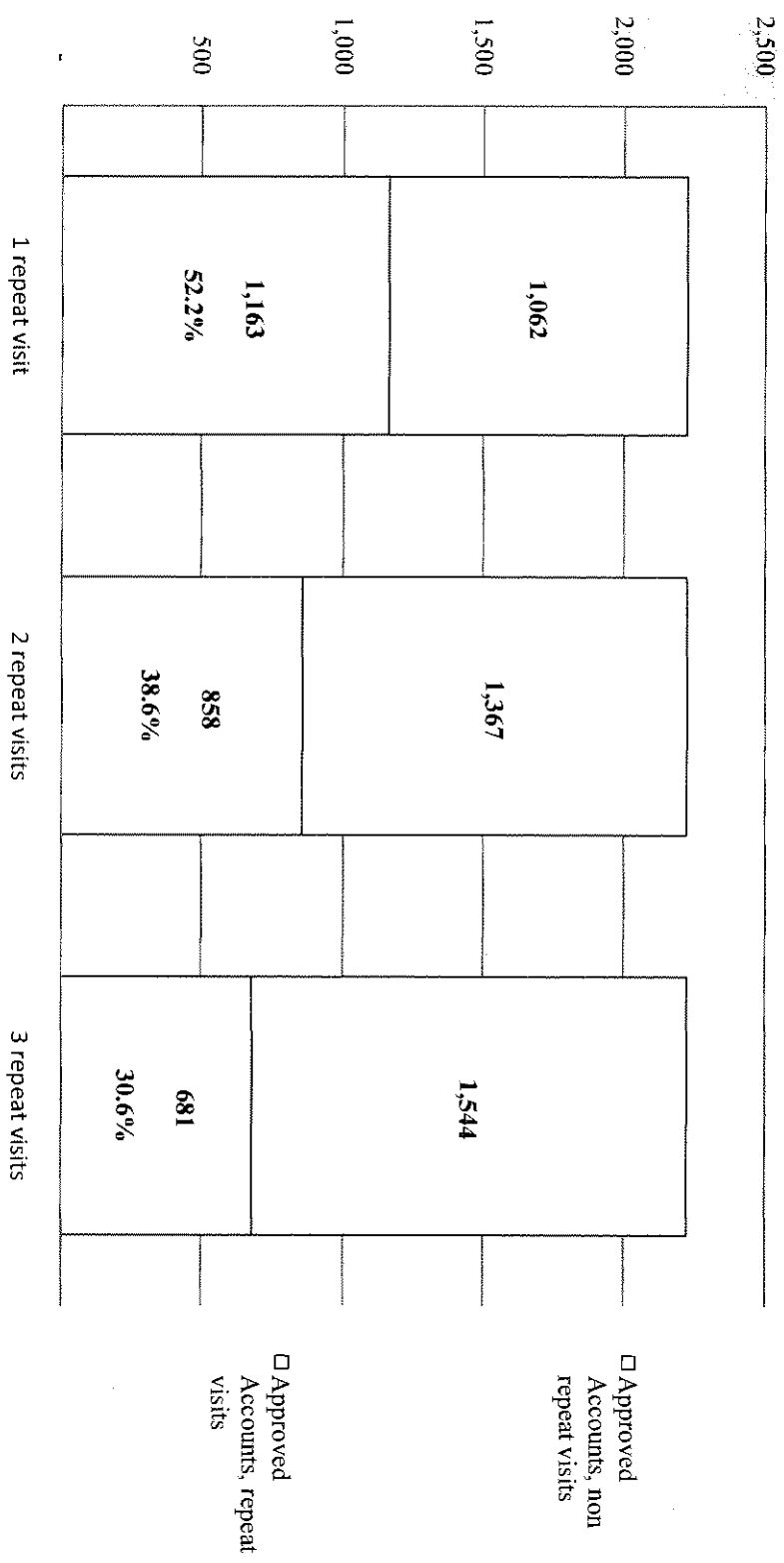
Schedule B

CCHHS

Reasons for Cash Deposit Decline and Slow Recovery

- Siemens Migration Go Live 12/1/10
 - First set of claims for dates of service beginning 12/1/10 were released 12/17/10 (13 business days) and imported into Nebo on 12/20/10
 - The first 5 business days were standard initial system bill hold days
 - The additional 8 days were due to completion of Siemens and NEBO program testing to support continuation of the “all inclusive” claims generation
 - Softmed interface issue subsequently contributed to claims delay
- 1/1/11 Price Increase
 - First set of claims for dates of service beginning 1/1/11 were delayed to allow for implementation of price increase effective January 1st
 - Claims were released 1/14/11 (10 business days, five of which represent standard system bill hold days from date of discharge)
- NEBO delays in processing and Holiday closures the week claims were imported
- Professional Fee Billing temporarily discontinued effective 11/12/10.
- Delays in future state physician billing
- Weather resulted in declines in patient volumes, claims qualification, approval and processing
- State approval processing delays (staffing shortages, location move and weather)
- Patients approved for Medicaid not returning to CCHHS for services

CCHHS (Stroger) Medicaid Approved Accounts - Repeat Visits **Analysis** **Between July 2010 - Feb 2011**

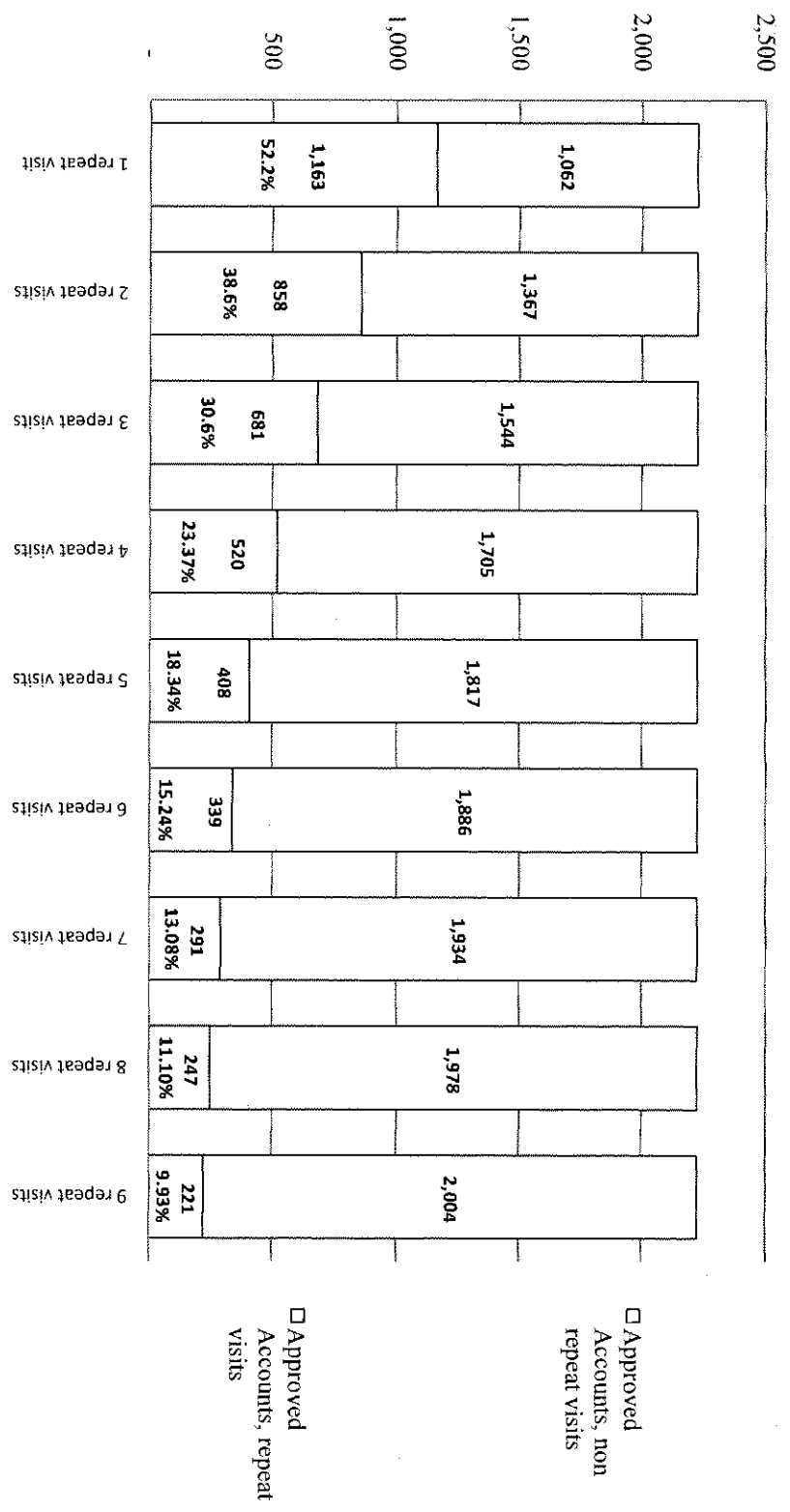


- Notes:
1. Received Medicaid approved accounts listing from CEA reflecting accounts approved July, 2010 - Feb, 2011.
 2. 2,832 total approved accounts: 2,374 were for Stroger (2,225 of which from legacy systems); 266 Provident and 191 Oak Forest.
 3. This analysis reflects the number of repeat visits since approval date through 3/15/11 for the 2,225 Stroger legacy system accounts.

Schedule C

CCHHS

CCHHS (Stroger) Medicaid Approved Accounts - Repeat Visits **Analysis** **Between July 2010 - Feb 2011**



- Notes:
1. Received Medicaid approved accounts listing from CEA reflecting accounts approved July, 2010 - Feb, 2011.
 2. 2,832 total approved accounts: 2,374 were for Stroger (2,225 of which from legacy systems); 266 Provident and 191 Oak Forest.
 3. This analysis reflects the number of repeat visits since approval date through 3/15/11 for the 2,225 Stroger legacy system accounts.

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
March 25, 2011

ATTACHMENT #7

Fund 01200 Bureau of Health Services

Dept. Grp.	Business Unit	Obj Acct	Sub	Purchase Order	Document Number	G/L Amount	Payee Number	Payee Name	Invoice Number	Invoice Date	Check Number	Check Date	Check Amount
890	1200	300354		00170319	44487614	187,275.57	737219	McKesson Information System	5048205RB	4/25/2009	1309262	2/24/2011	198,825.57-
890	1200	300354		00170319	44487614	187,275.57	737219	McKesson Information System	5048205RB	4/25/2009	1301727	1/13/2011	
				Object Account:		374,551.14							
890	1200	300355		00173255	44553169	119,068.93	746096	NEBO Systems Inc	000233669	1/28/1911	1314762	3/22/2011	119,068.93-
890	1200	300355		00170769	44553376	129,250.00	768055	Savrx Chicago Inc	201102A	3/1/2011	1314793	3/22/2011	504,492.22-
890	1200	300355		00170769	44553376	129,250.00	768055	Savrx Chicago Inc	201102A	3/1/2011	1314793	3/22/2011	504,492.22-
890	1200	300355		00170825	44544406	303,154.26	782090	Siemens Medical Solutions USA	165264	1/12/2010	1313172	3/10/2011	537,864.01-
890	1200	300355		00170825	44544407	144,327.81	782090	Siemens Medical Solutions USA	165246	12/31/2010	1313172	3/10/2011	537,864.01-
890	1200	300355		00172289	44540553	440,000.00	780254	Chamberlin Edmonds & Associate	501177-120110	12/6/2010	1310657	3/1/2011	1,254,855.74-
890	1200	300355		00172289	44540557	440,000.00	780254	Chamberlin Edmonds & Associate	501177-01012011	1/7/1911	1310657	3/1/2011	1,254,855.74-
890	1200	300355		00172289	44540597	101,232.41	780254	Chamberlin Edmonds & Associate	50117701312011	2/1/1911	1310657	3/1/2011	1,254,855.74-
890	1200	300355		00172289	44541428	148,991.25	780254	Chamberlin Edmonds & Associate	501177-12312010	1/7/1911	1310657	3/1/2011	1,254,855.74-
890	1200	300355		00170769	44538886	300,000.00	768055	Savrx Chicago Inc	201101	2/2/1911	1310467	2/24/2011	574,573.52-
890	1200	300355		00170769	44538886	300,000.00	768055	Savrx Chicago Inc	201101	2/2/1911	1310467	2/24/2011	574,573.52-
890	1200	300355		00170769	44538886	274,573.52	768055	Savrx Chicago Inc	201101	2/2/1911	1310467	2/24/2011	574,573.52-
890	1200	300355		00170769	44538886	274,573.52	768055	Savrx Chicago Inc	201101	2/2/1911	1310467	2/24/2011	574,573.52-
890	1200	300355		00172289	44539134	102,071.07	780254	Chamberlin Edmonds & Associate	501177-11302010	11/1/2010	1310300	2/24/2011	271,778.67-
890	1200	300355		00172169	44539549	163,651.00	96703	Eligibility Services, Inc.	P1011	12/16/2010	1310339	2/24/2011	329,648.00-
890	1200	300355		00172169	44539551	165,997.00	96703	Eligibility Services, Inc.	P1010	12/16/2010	1310339	2/24/2011	329,648.00-
890	1200	300355		00175154	44518129	900,000.00	798845	Respiratory Health Assn	CCDPH01-10	12/3/2010	1306239	2/8/2011	901,000.00-
890	1200	300355		00175035	44524174	108,285.00	460779	Integritas Inc	16025	1/7/1911	1306124	2/8/2011	128,865.00-
890	1200	300355		00175035	44524174	108,285.00	460779	Integritas Inc	16025	1/7/1911	1306124	2/8/2011	128,865.00-
890	1200	300355		00171699	44503064	162,081.10	783201	AmerisourceBergen	50191956	12/31/2010	1304174	1/27/2011	1,475,426.93-
890	1200	300355		00173459	44503913	806,709.13	730106	Cerner Corp	100264793	11/17/2010	1304800	1/27/2011	1,114,427.87-
890	1200	300355		00173459	44503926	178,863.95	730106	Cerner Corp	100275125	12/9/2010	1304800	1/27/2011	1,114,427.87-
890	1200	300355		00170769	44504175	586,176.28	768055	Savrx Chicago Inc	201012	1/3/1911	1304920	1/27/2011	586,176.28-
890	1200	300355		00171358	44487004	111,225.22	781121	ACS Healthcare Solutions	609477	12/17/2010	1303095	1/20/2011	426,970.32-
890	1200	300355		00171715	44498410	206,380.32	781121	ACS Healthcare Solutions	2061800	11/22/2010	1303095	1/20/2011	426,970.32-
890	1200	300355		00171715	44498410	206,380.32	781121	ACS Healthcare Solutions	2061800	11/22/2010	1303095	1/20/2011	426,970.32-
890	1200	300355		00171699	44501751	962,040.94	783201	AmerisourceBergen	50191958	12/31/2010	1303092	1/20/2011	1,133,330.20-
890	1200	300355		00173255	44477878	117,279.47	746096	NEBO Systems Inc	INV000224907	11/28/2010	1301830	1/13/2011	117,279.47-
890	1200	300355		00171699	44487529	1,189,384.05	783201	AmerisourceBergen	50150188	12/16/2010	1301183	1/13/2011	3,127,454.74-
890	1200	300355		00171699	44487534	636,442.36	783201	AmerisourceBergen	50150189	12/16/2010	1301183	1/13/2011	3,127,454.74-
890	1200	300355		00171699	44488112	688,879.25	783201	AmerisourceBergen	50150187	12/16/2010	1301183	1/13/2011	3,127,454.74-
890	1200	300355		00171699	44488115	154,707.34	783201	AmerisourceBergen	50150186	12/16/2010	1301183	1/13/2011	3,127,454.74-
890	1200	300355		00171699	44488150	282,070.79	783201	AmerisourceBergen	50150211	12/16/2010	1301183	1/13/2011	3,127,454.74-
890	1200	300355		00170825	44495567	142,664.63	782090	Siemens Medical Solutions USA	163415	11/30/2010	1301969	1/13/2011	192,593.97-
890	1200	300355		00171715	44477569	257,877.35	781121	ACS Healthcare Solutions	2059053	10/25/2010	1299275	1/6/2011	412,936.55-
890	1200	300355		00175277	44478497	2,500,000.00	722257	Price Waterhouse Coopers LLP	1031717029-7	10/27/2010	1299215	1/6/2011	2,500,000.00-
890	1200	300355		00171359	44462412	251,715.00	730106	Cerner Corp	100198737	4/20/2010	1298141	12/30/2010	403,613.00-
890	1200	300355		00171359	44462414	151,898.00	730106	Cerner Corp	100176992	2/16/2010	1298141	12/30/2010	403,613.00-

Check Register - by

Fund/BU/Object

Dept. Grp.	Business Unit	Obj Acct	Sub	Purchase Order	Document Number	G/L Amount	Payee Number	Payee Name	Invoice Number	Invoice Date	Check Number	Check Date	Check Amount
890	1200	300355		00170769	44462999	605,618.74	768055	Savrx Chicago Inc	201011	12/1/2010	1298642	12/30/2010	605,618.74-
890	1200	300355		00172289	44460829	415,000.00	780254	Chamberlin Edmonds & Associate	501177-100110	10/1/2010	1296672	12/28/2010	753,054.44-
890	1200	300355		00172289	44460841	181,764.38	780254	Chamberlin Edmonds & Associate	501177-08312010	8/1/2010	1296672	12/28/2010	753,054.44-
890	1200	300355		00171699	44460390	855,392.91	783201	AmerisourceBergen	50119708	12/1/2010	1296432	12/22/2010	2,305,262.51-
890	1200	300355		00171699	44460407	486,242.98	783201	AmerisourceBergen	50119709	12/1/2010	1296432	12/22/2010	2,305,262.51-
890	1200	300355		00171699	44460452	420,869.97	783201	AmerisourceBergen	50119707	12/1/2010	1296432	12/22/2010	2,305,262.51-
890	1200	300355		00171699	44460473	158,265.45	783201	AmerisourceBergen	50119706	12/1/2010	1296432	12/22/2010	2,305,262.51-
890	1200	300355		00171699	44460678	224,391.38	783201	AmerisourceBergen	50119732	12/1/2010	1296432	12/22/2010	2,305,262.51-
Object Account:						17,593,032.08							
Business Unit:						17,967,583.22							
890	8900538	520840		00175542	44553375	320,154.22	768055	Savrx Chicago Inc	201102B	3/1/2011	1314793	3/22/2011	504,492.22-
890	8900538	520840		00175629	44541095	120,424.97	781121	ACS Healthcare Solutions	626968	1/31/2011	1310621	3/1/2011	256,483.13-
890	8900538	520840		00175629	44541097	108,874.26	781121	ACS Healthcare Solutions	626970	1/31/2011	1310621	3/1/2011	256,483.13-
Object Account:						549,453.45							
Business Unit:						549,453.45							
890	8900601	540180		00175825	44539259	140,995.00	730106	Cerner Corp	100264792	11/22/2010	1310299	2/24/2011	715,189.00-
890	8900601	540180		00175825	44539263	112,333.00	730106	Cerner Corp	100254099	11/22/2010	1310299	2/24/2011	715,189.00-
890	8900601	540180		00175825	44539265	100,476.00	730106	Cerner Corp	100235437	8/19/2010	1310299	2/24/2011	715,189.00-
890	8900601	540180		00175825	44539267	100,476.00	730106	Cerner Corp	100244417	9/21/2010	1310299	2/24/2011	715,189.00-
890	8900601	540180		00175825	44539269	100,476.00	730106	Cerner Corp	100271165	11/30/2010	1310299	2/24/2011	715,189.00-
890	8900601	540180		00175825	44539272	100,476.00	730106	Cerner Corp	100288289	1/20/2011	1310299	2/24/2011	715,189.00-
890	8900601	540180		00175708	44524183	168,000.00	82267	Analytical Science Corp	6237	11/11/2010	1305941	2/8/2011	168,000.00-
Object Account:						823,232.00							
Business Unit:						823,232.00							
890	8900801	530920		00175654	44553143	379,530.12	783201	AmerisourceBergen	50319344	3/1/2011	1313223	3/15/2011	886,484.34-
890	8900801	530920		00175654	44553144	146,200.02	783201	AmerisourceBergen	50319343	3/1/2011	1313223	3/15/2011	886,484.34-
890	8900801	530920		00175654	44553147	279,564.78	783201	AmerisourceBergen	50319365	3/1/2011	1313223	3/15/2011	886,484.34-
890	8900801	530920		00175654	44551316	667,815.27	783201	AmerisourceBergen	50319345	3/1/2011	1312799	3/10/2011	1,194,199.79-
890	8900801	530920		00175654	44551318	526,384.52	783201	AmerisourceBergen	50319346	3/1/2011	1312799	3/10/2011	1,194,199.79-
890	8900801	530920		00175654	44543802	298,943.88	783201	AmerisourceBergen	50286868	2/15/2011	1310574	3/1/2011	837,243.72-
890	8900801	530920		00175654	44543925	353,009.68	783201	AmerisourceBergen	50286846	2/15/2011	1310574	3/1/2011	837,243.72-
890	8900801	530920		00175654	44540833	1,104,199.67	783201	AmerisourceBergen	50286847	2/16/2011	1309253	2/24/2011	1,656,809.74-
890	8900801	530920		00175654	44540843	552,610.07	783201	AmerisourceBergen	50286848	2/15/2011	1309253	2/24/2011	1,656,809.74-
890	8900801	530920		00175654	44533229	365,185.61	783201	AmerisourceBergen	50256905	2/1/2011	1307891	2/17/2011	739,994.06-
890	8900801	530920		00175654	44533233	145,529.56	783201	AmerisourceBergen	50256904	2/1/2011	1307891	2/17/2011	739,994.06-
890	8900801	530920		00175654	44533455	189,936.91	783201	AmerisourceBergen	50256927	2/1/2011	1307891	2/17/2011	739,994.06-
890	8900801	530920		00175654	44531203	488,447.83	783201	AmerisourceBergen	50256907	2/1/2011	1306531	2/10/2011	1,559,959.59-
890	8900801	530920		00175654	44531205	989,959.43	783201	AmerisourceBergen	50256906	2/1/2011	1306531	2/10/2011	1,559,959.59-
890	8900801	530920		00175654	44515913	699,668.85	783201	AmerisourceBergen	50191959	12/31/2010	1304174	1/27/2011	1,475,426.93-
890	8900801	530920		00175654	44515914	266,572.55	783201	AmerisourceBergen	50191980	12/31/2010	1304174	1/27/2011	1,475,426.93-
890	8900801	530920		00175654	44515915	347,104.43	783201	AmerisourceBergen	50191957	12/31/2010	1304174	1/27/2011	1,475,426.93-
890	8900801	530920		00175654	44516418	1,096,723.80	783201	AmerisourceBergen	50222608	1/17/2011	1304175	1/27/2011	2,498,322.13-

Dept. Grp.	Business Unit	Obj Acct	Sub	Purchase Order	Document Number	G/L Amount	Payee Number	Payee Name	Invoice Number	Invoice Date	Check Number	Check Date	Check Amount
890	8900801	530920		00175654	44516419	479,082.07	783201	AmerisourceBergen	50222609	1/17/2011	1304175	1/27/2011	2,498,322.13-
890	8900801	530920		00175654	44516420	281,781.23	783201	AmerisourceBergen	50222629	1/17/2011	1304175	1/27/2011	2,498,322.13-
890	8900801	530920		00175654	44516423	378,245.38	783201	AmerisourceBergen	5022607	1/17/2011	1304175	1/27/2011	2,498,322.13-
890	8900801	530920		00175654	44516424	149,118.65	783201	AmerisourceBergen	50222606	1/17/2011	1304175	1/27/2011	2,498,322.13-
				Object Account:		10,185,614.31							
				Business Unit:		10,185,614.31							
				Fund:		29,525,882.98							
Fund 01210 Provident Hospital													
891	1210	300355		00174426	44552189	183,293.15	508884	Loyola University Chicago	72010	7/1/2010	1313403	3/15/2011	740,504.94-
891	1210	300355		00174426	44552196	188,334.30	508884	Loyola University Chicago	82010	8/1/2010	1313403	3/15/2011	740,504.94-
891	1210	300355		00174426	44552197	179,199.58	508884	Loyola University Chicago	92010	9/1/2010	1313403	3/15/2011	740,504.94-
891	1210	300355		00174426	44552198	189,677.91	508884	Loyola University Chicago	102010	10/1/2010	1313403	3/15/2011	740,504.94-
				Object Account:		740,504.94							
				Business Unit:		740,504.94							
891	8910529	540060		00179830	44553357	197,330.01	803781	Integrlys Energy Services Inc	16592954-1	2/2/2011	1313060	3/10/2011	764,244.98-
				Object Account:		197,330.01							
				Business Unit:		197,330.01							
				Fund:		937,834.95							
Fund 01225 Stroger Hosp of Cook County													
897	1225	300355		00172306	44553168	128,610.00	724544	Medtronic USA Inc	2505814247	1/28/2011	1314328	3/17/2011	128,610.00-
897	1225	300355		00173804	44533355	154,765.00	821169	Nucare Services Corp	122110-S	1/7/1911	1308578	2/17/2011	154,765.00-
897	1225	300355		00173839	44475396	142,054.50	83092	Lifesource	0630-588	10/31/2010	1305227	2/1/2011	272,971.60-
897	1225	300355		00173839	44475402	123,469.25	83092	Lifesource	0630-590	11/15/2010	1305227	2/1/2011	272,971.60-
897	1225	300355		00174947	44503737	223,827.50	83455	High Voltage Maintenance Corp	3023110	8/19/2010	1304838	1/27/2011	223,827.50-
897	1225	300355		00175026	44504002	110,822.71	654087	INO Therapeutics Inc	SI-044100	6/28/2010	1304854	1/27/2011	173,594.83-
897	1225	300355		00173839	44504269	175,150.00	83092	Lifesource	0630-592	11/30/2010	1304869	1/27/2011	279,752.50-
897	1225	300355		00173839	44504270	100,822.75	83092	Lifesource	0630-594	12/15/2010	1304869	1/27/2011	279,752.50-
897	1225	300355		00173839	44504270	100,822.75	83092	Lifesource	0630-594	12/15/2010	1304869	1/27/2011	279,752.50-
897	1225	300355		00171031	44478609	101,880.00	756626	Northwestern Pharmaceutical	4618	12/9/2010	1301823	1/13/2011	102,311.94-
897	1225	300355		00173804	44478031	248,943.20	821169	Nucare Services Corp	09162010ST	11/18/2010	1299733	1/6/2011	595,641.79-
897	1225	300355		00173804	44478032	198,270.59	821169	Nucare Services Corp	10192010-ST	11/18/2010	1299733	1/6/2011	595,641.79-
897	1225	300355		00173804	44478034	148,428.00	821169	Nucare Services Corp	111810-ST	11/18/2010	1299733	1/6/2011	595,641.79-
897	1225	300355		00173839	44475396	142,054.50	83092	Lifesource	0630-588	10/31/2010	1298420	12/30/2010	
897	1225	300355		00173839	44475402	123,469.25	83092	Lifesource	0630-590	11/15/2010	1298420	12/30/2010	
897	1225	300355		00175020	44475573	280,000.00	81254	O'hare Van Lines & Record Rete	11-19-2010 BA # 3	12/17/2010	1298562	12/30/2010	283,133.38-
897	1225	300355		00173583	44459704	123,093.44	756626	Northwestern Pharmaceutical	4586	11/11/2010	1297046	12/28/2010	265,349.40-
				Object Account:		2,626,483.44							
				Business Unit:		2,626,483.44							
897	2054	491756			44564146	2,500,000.00	722257	Price Waterhouse Coopers LLP	1031777698-6	3/8/2011	1314456	3/18/2011	2,500,000.00-
897	2054	491756			44550757	2,500,000.00	722257	Price Waterhouse Coopers LLP	1031737820-5	12/8/2010	1310573	3/1/2011	2,680,000.00-
897	2054	491756			44550769	180,000.00	722257	Price Waterhouse Coopers LLP	1031737819-7	11/23/2010	1310573	3/1/2011	2,680,000.00-

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				Object Account:		5,180,000.00							
				Business Unit:		5,180,000.00							
897	8970119	540230		00175826	44533404	446,695.05	740011	Aramark ServiceMaster Facility	C00734381-JSH	12/1/2010	1308346	2/17/2011	446,695.05-
				Object Account:		446,695.05							
				Business Unit:		446,695.05							
897	8970186	531430		00175517	44524172	119,176.17	756626	Northwestern Pharmaceutical	4660	1/12/1911	1306191	2/8/2011	192,355.80-
				Object Account:		119,176.17							
				Business Unit:		119,176.17							
897	8970187	531580		00175586	44531406	196,725.00	83092	Lifesource	0630-598	1/15/1911	1308532	2/17/2011	413,821.90-
897	8970187	531580		00175586	44531411	152,423.25	83092	Lifesource	0630-596	12/31/2010	1308532	2/17/2011	413,821.90-
				Object Account:		349,148.25							
				Business Unit:		349,148.25							
897	8970215	521210		00175709	44533348	315,900.00	815759	Cook County Radiation Oncology	2010-11	11/1/2010	1308416	2/17/2011	631,800.00-
897	8970215	521210		00175709	44533350	315,900.00	815759	Cook County Radiation Oncology	2010-12	1/4/1911	1308416	2/17/2011	631,800.00-
				Object Account:		631,800.00							
				Business Unit:		631,800.00							
897	8970383	540060		00179866	44553378	398,185.76	803781	Integrus Energy Services Inc	16592948-1	2/2/2011	1313060	3/10/2011	764,244.98-
897	8970383	540060		00175749	44518411	481,615.46	803781	Integrus Energy Services Inc	16437066-1	1/4/2010	1305194	2/1/2011	522,009.73-
				Object Account:		879,801.22							
897	8970383	540080		00180905	44569902	340,548.57	803781	Integrus Energy Services Inc	1269394-1	2/17/2011	1314682	3/22/2011	483,534.84-
897	8970383	540080		00177532	44538637	324,073.51	803781	Integrus Energy Services Inc	1264957-1	1/21/2011	1308510	2/17/2011	571,182.01-
				Object Account:		664,622.08							
				Business Unit:		1,544,423.30							
897	8970392	540320		00175613	44530298	127,991.00	738953	Anchor Mechanical Inc	4400C-59	11/15/2010	1308778	2/22/2011	275,282.96-
897	8970392	540320		00175613	44530299	121,902.96	738953	Anchor Mechanical Inc	4400C-60	11/18/2010	1308778	2/22/2011	275,282.96-
				Object Account:		249,893.96							
				Business Unit:		249,893.96							
897	8970594	520400		00175556	44531838	134,710.89	744632	Impark	93346	12/29/2010	1308508	2/17/2011	134,710.89-
				Object Account:		134,710.89							
				Business Unit:		134,710.89							
897	8972040	531380		00175884	44552846	101,880.00	756626	Northwestern Pharmaceutical	4715	2/22/2011	1313444	3/15/2011	282,138.43-
				Object Account:		101,880.00							
				Business Unit:		101,880.00							
				Fund:		11,384,211.06							
Fund	01230	Oak Forest Hospital											
898	1230	300355		00173806	44553301	119,340.00	821169	Nucare Services Corp	02092011-OF	2/9/2011	1313445	3/15/2011	119,340.00-
898	1230	300355		00173806	44538396	118,990.00	821169	Nucare Services Corp	01252011-OF	1/25/1911	1309036	2/22/2011	118,990.00-
898	1230	300355		00173806	44500985	108,821.00	821169	Nucare Services Corp	122110-0	1/6/1911	1303279	1/20/2011	108,821.00-
				Object Account:		347,151.00							
				Business Unit:		347,151.00							
898	8980018	520840		00175647	44504957	162,642.60	758981	Honeywell International	3464930	11/23/2009	1304840	1/27/2011	162,642.60-
				Object Account:		162,642.60							

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Dept. Grp.	Business Unit	Obj Acct	Sub	Purchase Order	Document Number	G/L Amount	Payee Number	Payee Name	Invoice Number	Invoice Date	Check Number	Check Date	Check Amount
				Business Unit:		162,642.60							
898	8980068	540060		00179825	44553315	118,181.74	803781	Integrys Energy Services Inc	16603251-1	2/2/2011	1313060	3/10/2011	764,244.98-
898	8980068	540060		00175750	44518426	128,695.80	803781	Integrys Energy Services Inc	16485159-1	1/4/2010	1307774	2/15/2011	137,359.97-
				Object Account:		246,877.54							
898	8980068	540080		00180904	44569894	132,464.63	803781	Integrys Energy Services Inc	1269392-1-898	2/17/2011	1314682	3/22/2011	483,534.84-
898	8980068	540080		00177534	44538636	124,316.20	803781	Integrys Energy Services Inc	1264954-1-898	1/21/2011	1308510	2/17/2011	571,182.01-
				Object Account:		256,780.83							
				Business Unit:		503,658.37							
				Fund:		1,013,451.97							